Final Evaluation

**Participatory Watershed Management and
Local Governance Project
(PWMLGP)
Kathmandu**

**Report Submitted to:
National Planning Commission Secretariat (NPCS)
Singhadarbar, Kathmandu
Nepal
Strengthening the Monitoring and Evaluation System in Nepal
Phase II**

**Report Submitted by:
Development Resource Centre (DRC)
Teku, Kathmandu**

October 2014

Table of Contents

3

List of Abbreviations:

CAC   Community Awareness Centre
CBO   Community Based Organization
CBRMP   Community Based Resource Management Plan
CBS   Central Bureau of Statistics
CFUG   Community Forest Users Group
DADO   District Agriculture Development Office
DDC   District Development Committee
DFO   District Forest Office
DLSO   District Livestock Service Office
DoF   Department of Forest
DRC   Development Resource Centre
DSCWM   Department of Soil Conservation and Watershed Management
DSCO   District Soil Conservation Office
DTO   District Technical Office
FECOFUN   Federation of Community Forest User groups Nepal
FGD   Focus Group Discussion
GESI   Gender Equality and Social Inclusion
GoN   Government of Nepal
HHs   Households
ICIMOD   International Centre for Integrated Mountain Development
INGO   International Non-Governmental Organization
IRR   Internal Rate of Return
JICA   Japan International Cooperation Agency
KII   Key Informant Interview
M&E   Monitoring and Evaluation
MoFSC   Ministry of Forest and Soil Conservation
MoF   Ministry of Finance
MoFALD   Ministry of Federal Affairs and Local Development
NGO   Non-Governmental Organization
NPC   National Planning Commission
NPCS   National Planning Commission Secretariat
PSM   Propensity Score Matching
PWMLGP   Participatory Watershed Management and Local Governance Project
PMU   Project Management Unit
POWER   Poor Occupational caste and Women's Empowerment for Resource management

SABIHAA	Saamudaayik Bikaas Tathaa Hariyali Ayojana (Community Development and Greenery Project)
SD	Standard Deviation
TOR	Terms of Reference
UNDP	United Nations Development Project
VDC	Village Development Committee
WCC	Ward Coodination Committee
WCF	Ward Citizen Forum

Terminology

Annual Action Plan (AAP): A detailed action plan created annually based on the priorities of the WCC and POWER groups to guide the implementation of sub-projects.

Community Based Resource Management Prospect (CBRMP): WCC's "prospect" or "vision" of how community resources can be used efficiently. The CBRMP uses various participatory tools to assess the existing use of resources and to envision the most efficient use of resources in the future.

Community Resources: All available resources in the community, such as:

- Natural resources (forest, land and water)
- Man made resources (farm land, livestock and community infrastructure)
- Human resources (skills and abilities of people in the community)

Community Resources Management Plan (CRMP): Medium-term plan that outlines the specific programmatic activities that will be used to achieve the CBRMP. The CRMP is reviewed and revised annually.

Dalits: A particular caste group under the Hindu caste hierarchy found in South Asia, largely in Nepal and India. Their status as "untouchables" in society puts them at the heart of discrimination and social injustice.

DSCO-Tech: A mid-level technician from the DSCO assigned to each target VDC to monitor and promote all field level activities of the project.

District Working Committee: District level committee members comprising from DDC, DSCO, DFO, DADO. DLSO, DWCDO.

Gender Mainstreaming

Consideration of gender issues to ensure that women have access to participate in and benefit from the project on an equitable basis.

Good Governance: Governance that is participatory, consensus-oriented, accountable, transparent, responsive, effective, efficient, equitable and inclusive. Good governance follows the rule of law to minimize corruption and include the views of minorities in decision making.

Janajatis: A term used to refer to the numerous ethnic groups of Nepal, which have their own distinct cultural identities and belong to distinct geographical regions of Nepal.

Participatory Watershed Management and Local Governance Project (PWMLGP)

A joint project of the GoN and JICA to improve the SABIHAA Model by promoting capacity development and strengthening coordination among the DSCO and other local institutions with regards to watershed management.

POWER (Poor, Occupational caste, Women's Empowerment for Resource management) Project; An empowerment project to promote women's active participation in community resource management and to improve women's livelihood.

Public Auditing: An annual public audit of the WCC's activities presented to community members during a mass meeting. Public auditing includes: (1) details of sub-projects - costs, progress, people's participation, etc. (2) outlines WCC management issues- capacity development of WCC members coordination and collaboration efforts with stakeholders, etc. (3) WCC's internal management and institutional development mechanisms.

SABIHAA Model: A mechanism that mobilizes local people to participate in all stages of watershed management. The Model incorporates the principles of integrated watershed management and good governance. The Model also aligns with Nepal's decentralisation policy, as outlined in the Local Self-

Governance Regulation Act (LSGA) 2055 and the Local Self-Governance Regulation (LSGR) 2056, which place people at the centre of the development process.

Sub-Project: A variety of activities based on the CRMP and AAP, implement by UG under WCC management and supported by the project and/or other development actors or local bodies.

User's Group (UG): A collection of target families organized to plan, implement and monitor sub-projects implemented by WCC.

Ward: The smallest political unit of local government under the decentralized system of governance in Nepal.

Ward Coordination Committee (WCC): The core institution organized at the Ward level, which administrates and facilitates the implementation of the CRMP.

WCC Self-Evaluation: An annual exercise organized by the WCC to self-assess institutional capacity. During self-evaluation, WCC members identified strengths and weaknesses using the Spider Web method.

List of Tables

List of Figures

Executive Summary

Background

From 1994-2005, the Government of Nepal (GoN) implemented the Community Development and Forest/Watershed Conservation Project with the technical and financial assistance of the Japan International Cooperation Agency (JICA). Throughout this time, the project came to be known as the "SABIHAA Model" (*Saamudaayik Bikaas Tathaa Hariyali Ayojana* - Community Development and Greenery Project*)*. The SABIHAA Model mobilized local people to participate during all stages of watershed management, from planning through to evaluation. Upon the completion of the project, the Department of Soil Conservation and Watershed Management (DSCWM) decided to continue the SABIHAA Model, expanding the coverage area from two districts to eight districts.

In 2007, the GoN requested the Japanese government's support to improve the SABIHAA Model by scaling up watershed management activities, promoting further capacity building and strengthening institutional coordination. JICA agreed, and the five-year Participatory Watershed Management and Local Governance Project (PWMLGP) agreement was signed by the Ministry of Forest and Soil Conversation (MoFSC), the Ministry of Federal Affairs and Local Development (MoFALD) and JICA.

August 2009, The project began to implemente project activities in eight districts: Kaski, Parbat, Myagdi, Baglung, Syangja, Tanahun, Kavre and Sindhupalchowk (See Figure 1) with the main objective "to improve participatory watershed management by strengthening the local governance system" and the purpose of the PWMLGP was, "to improve participatory watershed management in better collaboration with District Soil Conservation Office (DSCO) and local bodies within the target districts."

The project ended in July 2014, after which the National Planning Commission (NPC) began the process of selecting a third party to impartially evaluate the project, based on the 2070 National Monitoring and Evaluation (M&E) Guidelines. The NPC selected the Development Resource Center (DRC), a national NGO, through a competitive bidding process. The PWMLGP evaluation was carried out in close coordination with a taskforce group formed in chairpersonship of jointsecretary of the NPC.

Evaluation Methods

Evaluation data were collected from the eight project districts and three project replication districts (Palpa, Gulmi and Arghakhachi). Sample VDCs of the project area, replication area and control area were selected in consultation with the Sub-Taskforce of the NPCS.

The evaluation employed both qualitative and quantitative methods. Data for the evaluation was collected by interviewing with members of WCC and POWER groups from the project area and replication areas, and community people were selected from control areas (N=1,196). Key informants (N=84), district stakeholders, and members from the central level of the DSCWM and the MoFSC were also interviewed. Focus Group Discussions (FGDs) (N=16) were held with members of the WCC and POWER groups.

Evaluation results

The project was evaluated by using the five OECD/DAC evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Evaluation results indicate that the project was Highly Relevant (A), Highly Effective (A), Highly Efficient (A), Impactful (B) and Sustainable (B). An overview of the findings related to each of the evaluation criteria are presented in Table 1 (pages 12-13), followed by brief narrative descriptions (pages 14-17).

Table 1: Evaluation Results (PWMLGP)

Evaluation Criteria	Evaluation Results	Main findings
Relevance	Highly Relevant (A)	• The project is consistent with the policies of MoFSC and MoFALD and relevant to address the identified needs of the beneficiaries within the target communities. • All of the target communities covered by the project area are remote and isolated from the development activities of the GoN. As the project gives high priority for community participation in the needs assessment, project prioritization, and project implementation through joint monitoring approaches, this makes the project well-suited to meet the communities' priorities.
Effectiveness	Highly Effective (A)	• The project was successful in achieving the purpose, "to improve participatory watershed management in better collaboration with DSCO and local bodies within the target districts," as evidenced by the DSCO's increased capacity to implement participatory watershed management in the project districts. • Technical knowledge was transferred to the Nepal government's staff working at DSCO and the central level through a series of trainings and workshops. Government personnel now understand how to maintain the improved participatory watershed management model. • All 306 WCCs have practiced improved watershed management in the project districts, showing improved institutional capacity. • At the community level, the capacity of people to implement participatory watershed management has been enhanced, and local governance has been strengthened. • The concepts of transparency, accountability, participation and democratic practices in decision-making processes have been promoted throughout the project to foster good governance and strong local institutions.
Efficiency	Highly Efficient (A)	• The PWMLGP achieved majoroutputs of the project. • Japanese experts delivered the appropriate technical support. • Overall, the PWMLGP was cost effective by using different measures like people participation to minimize costs and maximize project outputs. Equipment and local costs were provided as planned. MoFSC/DSCWM authorized their staff to implement the project from the central level to the community level. The GoN contributed adequate financial resources to mobilize the participation of stakeholders in the project. • Local Resource Persons (LRPs) were created to implement

		the CBRMP at the community level and DSCO staff mobilized local resources in coordination with local bodies (VDCs) and line agencies.
		• POWER groups properly managed the group funds.
Impact	Impactful (B)	• The main change produced by the project is that the people of the project area have utilized more local resources for their livelihood promotion as compared to the people of replication area. Local resources such as knowledge, material and financial resources have been used to improve the livelihoods of persons within the target areas.
		• PWMLGP has been replicated in 11 districts as a result of the project.
Sustainability	Sustainable (B)	• DSCWM/MoFSC has recognized the PWMLGP as a successful model in watershed management, with intentions to implement the PWMLGP model and other related activities at a wider scale in the future.
		• POWER group members have been engaged in savings and credit/cooperative activities, and recognize the advantages of a collective approach.
		• Community members have been engaged in various capacity development programs to develop ownership of the project and the confidence to continue collaborative relationships with actors such as VDCs, CFUGs and other CBOs.
		• The project has transferred the necessary knowledge and technical know-how for participatory planning, implementation and monitoring and evaluation of sub-projects through the WCC and POWER groups. Training topics included: institutional, community empowerment, project planning, monitoring, public audits, and livelihood improvement.
		• Documentation has been provided to maintain capacity in the form of resource books and a manual for scaling-up the PWMLGP in other parts of the country.
Overall Conclusion	Satisfactory (B)	• Overall, the PWMLGP is satisfactory based on the relevance, effectiveness, efficiency, impact and sustainability criteria presented above.

 Evaluation Result

Relevance: Highly Relevant (A), Relevant (B), Moderately Relevant(C), Not Relevant (D)

Effectiveness: Highly Effective (A), Effective (B), Moderately Effective(C), Not Effective (D)

Efficiency: Highly Efficient (A), Efficient (B), Moderately Efficient(C), Not Efficient (D)

Impact: High impacted (A), Impacted (B), Moderately Impacted(C), and Not Impacted/Negative Impact (D)

Sustainability: Highly Sustainable (A), Sustainable (B), Moderately Sustainable(C), Not Sustainable (D)

Overall conclusion: Highly satisfactory(A), Satisfactory(B), Moderately satisfactory(C), Acceptable (D), Partially Unsatisfactory(E) Totally Unsatisfactory (F)

Relevance

The PWMLGP has been considered highly relevant in terms of addressing community needs and the policies of the GoN and supporting organizations (GOJ and JICA).

The project has been found consistent with the GoN national policy and strategy, and has contributed to the GoN national framework of the Ministry of Forest and Soil Conservation (MoFSC) under the Department of Soil and Watershed Management (DSCWM) 2007 – 2025 log frame.

PWMLGP has given high priority for community participation in the needs assessment, project prioritization, and project implementation through User Groups. Quality has been assured through joint monitoring approaches according to GoN LSGA, 1999, and Local Bodies Resources Mobilization and Management Working Procedures, 2012.

It was also found that the PWMLGP was relevant to address the needs of the target communities. All of the target communities within the project area are remote, isolated from the GoN's development activities. As such, the target communities, and women community members in particular, are unable to access public goods and services. Highly dependent upon natural resources, persons living within the target communities are disadvantaged and vulnerable to natural resource degradation. With the aim of improving their livelihoods, the project clearly addressed the needs and interests of the project beneficiaries.

Effectiveness

The PWMLGP has been considered highly effective.

The purpose of the project has been achieved. A total of 2,020 sub-projects (WCC implemented 980 and POWER implemented 1,040) were completed. Of the total SPs, 526 were implemented in collaboration with the DCC/VDC, and project activities were monitored jointly.

It was found that the capacity of the DSCO on participatory watershed management was improved in the project districts. The PWMLGP transferred the necessary technical knowledge to government staff working at the DSCO and the central-level through national and international-level trainings and workshops. To assess the impact of these trainings, the project conducted pre and post tests. The test results showed that the average score across the six trainings increased from 45.7% to 76.0%.It was also found that all 306 WCCs have practiced improved watershed management in the project districts. These results indicate that the government personnel who participated in these trainings and workshops have gone on to support the participatory watershed management model.

Regarding the implementation phase of the project, 319 (53.3%) of the total 598 HHs surveyed in the project area said that some of the activities were delayed during implementation. The rest of the activities were implemented as planned (29.3%). In the replicated area, two thirds (178 or 59.5%) of respondents said that there were delays in implementation, and the rest (87 HHs or 29.1%) said that the activities were implemented as planned.

At the community level, the capacity of people to perform participatory watershed management and local governance has been enhanced. From the findings of field survey data, 55% of WCC and POWER group members understood the concept of participatory watershed management, compared to 44.5% of persons surveyed within the replication area and 47.2% of persons from control areas. This shows that more people in the project areas are familiar with the concept of participatory watershed management.

Furthermore, it was found that the WCCs have improved their institutional capacity in implementing participatory watershed management. Field survey data showed that 413 (69.1%) HHs out of total sample 598 HHs in the project area said that the community groups (WCC, POWER etc.) are moderately capable in implementing the project, followed by 170 (28.4%) are capable to implement in the project area. In the replicated area, 221 (73.9%) respondents said that they have a moderate level

of capacity to implement the project and 71 respondents (23.7%) said they are capable in implementing the community level watershed management projects.

The role of local governance in participatory watershed management was improved in the community. Of the total 598 HHs interviewed, 62.5% of respondents said that training participants moderately improved the local governance system, followed by 31.8% of respondents saying that there was an improvement of the local governance system in the project area.

In addition, the concepts of transparency, accountability, participation and democratic practices in decision-making processes have been promoted throughout project implementation. Guidelines and tools were developed and applied to strengthen local institutions and foster good governance.

Public auditing is one of the major indicators of good governance, and the project supported all WCCs in conducting public audit. However, the survey data showed that out of the total interviewed, only 50% of respondents said that they conducted a public audit of the completed sub-project in program areas, whereas 35.5% of respondents of replication areas said they conducted public audit of completed sub-projects in their community. It was found that the district working committee/workshop was held once in a year in the 1st and 2nd year of the project and twice in a year from the 3rd year of the project that promoted coordination and collaboration in the district.

The results of the Spider Web tools adopted by the project for WCC's annual self evaluation also showed that the effectiveness has increased by 40 points each year.

The project has revised Operational Guidelines (OG) by seeking feedback from the eight DSCOs and forwarded the feedback to the DSCWM. The final OG has been approved by the MoFSC. A joint Memorandum of Understanding regarding the PWMLGP Model was exchanged during the 4th year of the project.

Efficiency

On the whole, the PWMLGP has been considered highly efficient.

It was found that the PWMLGP achieved all outputs of the project. The capacity of DSCOs and community people (WCC and POWER) on participatory watershed management has been improved (Outputs I and 2), and the role of local governance in participatory watershed management has been promoted (Output 3). Regarding Output 4 (promotion and internalization of the SABIHAA model), the operational guidelines were handed over to the DSCWM, and the PWMLGP Model orientation workshop serve as the evidence of the scaling up project learning.

Seven Japanese experts were provided to deliver the appropriate technical support, and equipment was provided at local cost as planned. JICA provided a total of NPR 382,585,000.00 (59.03%) financial support to the GoN for the PWMLGP implementation and the GoN contributed NRS 265,569,000.00 (40.97%) of project costs. Similarly, 61 staffs were deputed from the DSCWM and the MoFSC for the project from the central to the community level. All DSCOs in the project districts understood the improved model of PWMLGP.

The PWMLGP took different measures like active people participation to minimize costs and maximize output, which lead to cost effectiveness. The capacity building of local communities developed the local resource persons (LRPs) and DSCO staff to implement the CBRMP, and mobilized local resources in coordination with local level stakeholders. Group funds were managed by POWERs which were found to have a positive impact on their economic growth. Field survey data also indicates efficiency, where 311 (52%) out of 598 respondents said that the project had taken some measures like community people participation to minimize the costs and maximize the outputs, followed by 216 (36.1%) of respondents who said that most of the measures were taken by the project to minimize the cost and maximize the outputs.

Impact

The PWMLGP impacted the local environment by increasing participation of community people in watershed management.

The project was successful in achieving the goal, "Improved participatory watershed management in better collaboration with DSCO and local bodies (DDC, VDC) is applied in other districts by the initiative of MoFSC and MoFALD," as evidenced by the DSCWM replicating the PWMLGP in 11 districts (three new districts and activities were also expanded into other VDCs of eight districts). The DSCO of project replication districts also followed the same implementation process; however, it was found that the sub-projects in the replication districts were implemented without collaboration of other organizations.

The PWMLGP improved overall income levels and created employment opportunities in the community through POWER activities. The field survey data found that, out of the total interviewed, 393 (65.7%) HHs reported that their overall income was moderately improved, followed by one third of respondents 187 (31.3%) who told their income level was improved by the project intervention in the project area. In the replication area, 222 (74.2%) and 70 (23.4%) respondents reported that their economic condition was moderately improved and improved, respectively, from the project.

At the same time, community people utilized human resources and other resources (knowledge, material and financial) for improving their livelihoods. The people of the project area were found utilizing more local resources for their livelihood promotion as compared to the people of replication area. Out of the total interviewed within the project areas, 69.1% said the local resources have been utilized moderately.

The evaluation indicates that the project moderately impacted on the conservation of the local environment, since the frequency of landslide occurrences, length of river banks protected/rehabilitated and areas planted for conservation during the project period was improved moderately in the project areas.

The survey reveals that the average annual incomes and expenditures of all categories of respondents have increased over the project period. Annual expenditure patterns of the surveyed households in the project area, replication area and control areas were similar; however, the income growth, particularly from agriculture, was comparatively higher in the project area compared to replication area and control areas.

Sustainability:

The PWMLGP has been considered sustainable.

The sustainability of the project was measured using four aspects

   a) System and policy support
   b) Institutional building and project sustainability
   c) Project continuity after project phase over
   d) Documentation of learning as knowledge products

The DSCWM has fulfilled its commitment to replicate the learning of this project by replicating the PWMLGP in other districts. The PWMLGP is being implemented in 11 districts of Nepal and expected to expand of this model in other districts, too. The central level authorities, DSCWM and MoFSC, have recognized the PWMLGP as a national model for participatory watershed management and the DSCWM has begun replicating this model over the past couple of years.

The project believes that the ownership and confidence of the community people achieved during the project period has prepared an enabling environment to continue the project efforts in collaboration with other actors such as VDCs, CFUGs and other CBOs who are working in same VDC.

In addition, with the recognition of the spirit of the Local Self Governance Act (LSGA 1999) and Working Procedures (2012), the MoFSC/DSCWM has collaborated with the MoFALD to implement the participatory watershed management project in coordination with DDCs, VDCs and GREEN sector ministries (MoAD) and their local level institutions (DADO and DLSO).

In terms of financial sustainability, some POWER groups have invested money as a loan to its members at a lower interest rate. In addition, some groups have evolved into cooperatives and are expected to monitor the POWER group activities following the end of project support. The WCC and POWER group's need to link with VDCs to secure budgetary support, which will potentially give the continuity of the project.

The project and DSCO/DSCWM have provided different capacity development programs, such as trainings and workshops both within and outside the country to DSCWM/DCSO staffs. A review of project progress reports reveals that DSCO staffs have delivered a wide range of training on institutional capacity development, community empowerment, project planning, monitoring and public audits as well as livelihood related training to the WCC and POWER groups.

Furthermore, the project has transferred the necessary knowledge and technical know-how for participatory planning, implementation and monitoring and evaluation of sub-projects for PWM and different income and livelihoods improvement programs through the POWER groups. The capacity development activities of the project have also focused on documenting learning through the production of resource books and a manual to serve as reference materials for up-scaling the PWMLGP in other parts of the country.

Overall Conclusion:

Based on the five DAC evaluation criteria, it is concluded that the PWMLGP was satisfactory.

Considering the outcomes, the project has been well managed and has achieved its purpose. The project was efficiently implemented and managed, even in the absence of local politically-elected bodies in VDCs and DDCs, and frequently had to identify alternative solutions to maintain effective coordination.

The project has achieved considerable positive results in terms of development impacts, including social and environmental development. The project results show that there has been a positive impact among the target beneficiaries, which represent some of the most vulnerable groups in Nepal. In this way, the project is highly relevant in terms of contributing to the GoN's policies and programs for poverty reduction. The project has mobilized scarce resources for the benefit of vulnerable populations.

The recognition of the WCC and POWER groups by the government authorities supports the cultivation of community ownership to manage resources in a participatory manner. Compared to the communities in the control group, communities in the project replication areas have experienced a positive impact with regard to economic development, improved livelihoods, and institutional capacity. Undoubtedly, these outcomes are linked to the effective capacity building within the POWER groups to serve as community leaders to manage and improve access to resources.

Concerning sustainability, the WCC and POWER groups have worked closely with CBOs to enhance their technical capacity to manage resources and economic activities. Technical assistance has transferred the necessary knowledge and skills to continue the participatory planning process. The project has also developed CBRMP/CRMP, which are milestones for effective natural resource management and livelihood promotion within the target areas.

Based on the findings regarding the five evaluation criteria, this project has been implemented successfully, without any major problems. All expected outputs of the project have been achieved, in

part because the project area was small in size, covering only six to eight VDCs of the district. The project used participatory methods by collecting the maximum participation within the local communities and matching collaborative funds. Priority was given to water source protection, and seed money was given to POWER groups.

The PWMLGP exemplifies a successful project among all the projects implemented under the DDC. The main reasons for this success include:
1) A highly active DSCO team during the project implementation
2) Well-prepared guidelines to support effective project planning
3) Transparency at DDCs and VDCs during project implementation

Cross-Cutting Issues

The project has emphasised cross-cutting issues by incorporating gender mainstreaming strategies, and considering issues of equity and inclusion with regard to project/sub-project planning, execution and benefit sharing. The participation of women and ethnic minorities was given special emphasis through the formation of POWER groups, where the capacity of vulnerable group members was enhanced in order for them to participate in decision making processes. The project also organized trainings on participatory planning, local governance, and development to directly address cross-cutting issues and promote social accountability of the WCC toward the project beneficiaries.

The allocation of the annual budget for POWER activities and economic well being will empower group members not only in terms of increased income and employment opportunities, but POWER group members also received the opportunity to share their voices in project support activities, in VDCs and in other local governance institutions (such as community forestry user groups, community school management committee and Ward Citizen Forum).

Special Study

Theme 1: Comparative study of the PWMLGP Model with other existing models that the GoN has initiated for community-level watershed management

Review of available literature and policy documents of the GoN revealed that the DSCWM fully decentralized all the DSCOs in the district. The DSCO annual development plan is approved by the district development council and district development plan is implemented in a participatory manner involving concerned users. Therefore, it is considered that the DSCWM has been following decentralized model for implementing the soil conservation and watershed management programs in the district. The decentralized model of DSCO also implements and monitor the soil conservation and watershed management programs implemented in the district. The programs are generally implemented in sub-watershed level where as in the improved SABIHAA/PWMLGP, there is a mandatory provision of WCC and POWER for implementation of participatory watershed management and local governance project and the sub-projects are formulated based on political boundaries of the VDC.

Interactions with senior officials of MoFSC/ DSCWM reveal that the PWMLGP/improved SABIHAA Model is considered one of the most appropriate approaches for implementation of integrated participatory soil conservation and watershed management programs in the district.

Theme 2: Necessary arrangement of the replication of PWMLGP Models to other districts in Nepal

It has been reported that the DSCWM has replicated the PWMLGP model in three districts: Palpa, Gulmi and Arghakhanchi, from 2067/68 (2009/10) fiscal year. The same model is also expanding in other VDCs of the eight project districts. The model project has been replicated in each VDC covering all wards of the replication districts.

Challenges faced by DSCOs in replicating the PWMLGP Model

Interactions with DSCO chiefs revealed that the DCSOs have faced the following challenges:

- Inadequate budget to support priority sub-projects demanded by the WCC and POWER groups in each VDC/Ward
- Lack of human resources in DSCO, especially social mobilizers/motivators to mobilize the community
- Inadequate coordination with other concerned government line agencies for implementing the PWMLGP in the district
- Soils Conservation programs received the least priority from DDC/VDC's annual plan, they have given high priority to physical infrastructure development, such as construction of roads, bigger irrigation schemes, school building, health post without considering the environmental aspect.
- Absence of elected representatives in the district/VDC has caused many problems in coordination and decision making process of local governance.
- Sub-projects that were selected by WCC do not receive grants from the VDCs as expected in the replication areas.

Limitations to replicate the PWMLGP Model:

- **Budget:** Analysis of the VDC's annual budget allocation to the project reveals that the budget is not enough to implement the PWMLGP model in the district, as the WCC could not implement prioritized sub-projects in the community. The PWMLGP district's budget allocated for project implementation ranges from NPR 720,000 to 900,000 per VDC in each FY. However the project operational costs, including social mobilization, coordination, monitoring, and supervision, is very high and net budget available to implement the sub-project is not much even in project budgets.
- **Coordination with DDC/VDC and other Government Line Agencies**: Coordination and collaboration with DDC/VDC and other concerned line agencies is one of the main features of PWMLGP. WCC was also formed in the replication districts, but the overall performance of the WCCs is not effective due to lack of proper coordination and collaboration with respective WCF and VDC. This is mainly due to the WCC is formed in a VDC of a sub-wtershed which limits to recognize the role of the WCC in planning process of ward and VDC.
- DSCO officer of PWMLGP replication districts reported that DDC and other government line agencies in the districts are not willing to cooperate with DSCO and not interested to collaborate with WCC/POWER groups for implementing their respective annual development programs in the district. As a result, the WCC and POWER groups have not been able to get adequate support from other government line agencies for implementing sub-projects and IGAs in the replication VDCs.

Lessons learned

(i) Participation of Poor, Women and Excluded Groups in Watershed Management
The concept of the formation of the POWER group by PWMLGP has been observed as an effective strategy and approach for empowering women and disadvantaged groups in participatory watershed management and local governance projects. The overall participation level of women and disadvantaged groups in planning, implementation, monitoring and supervision of the watershed management programs has been increased significantly in the project districts. Moreover, participation of Women, Dalits and Janajatis in various Income Generating Activities implemented through POWER groups has provided equal opportunities for the poor and marginalized members in the community.

(ii) Transparency increased efficiency of project budget
It was observed that the overall project planning and budgeting process of PWMLGP is highly transparent where sub-projects are selected by WCC and POWER in close coordination with WCF. The

annual budget allocation process of the project to the WCC is also transparent and each WCC received a proportionate amount of budget to implement their priority sub-projects in their respective wards. It was reported that the local community members are highly motivated and contributed significantly to implementing the selected sub-projects in their groups.

(iii) Participatory planning approach has increased community contribution in implementing the sub-projects

The participatory approach adopted by WCC and POWER groups in identifying and prioritizing the demand driven needs-based sub-projects, the overall contribution of the community has increased significantly and sub-projects implemented has been completed in time with the participation of all target beneficiaries. Some of the POWER groups formed and mobilized by the project have been successfully mobilized internal resources for implementing suitable IGAs for the members of the groups. This has helped positively to improve the overall livelihood, conditions of the poorest among the poor members of the POWER groups through increased incomes and employment opportunities generated from the implementation of various IGAs by the POWER groups in the community.

(iv) Coordination increased the number of collaborative sub-projects

Coordination, both within and between the development partners/agencies is one of the major problems and every development project has been facing the same. Review of project design of PWMLGP does not show any explicit provision for coordination with other key government line agencies in the district. Despite such design deficiency, the PWMLGP has developed very good coordination with most of the government line agencies such as DADO, DLSO, and some VDCs and implemented a number of sub-projects, particularly the IGAs for the POWER groups in collaboration with other agencies in the district.

(v) Annual project period

Timely supply of necessary inputs, including technical assistance should be made available in time for achieving the project outcomes/results. Greenery promotion is an important component of the project of DSCWM. Plantation is the major activity to be carried out for the greenery promotion which is mainly carried out during the rainy season. The rainy season in Nepal starts after June. Therefore, any projects should start from the beginning of the Nepalese fiscal year, i.e. 15th of July so as to catch up the monsoon of the same year for carry out the plantation activities from the beginning of the year.

Recommendations:

Recommendations for operation and management of the Project

Based on the result of the evaluation, the evaluation team made the following recommendations

A. Recommendations for operation and management of the Project (ideas for improvement)

(i) The provision of motivator in each VDC

PWMLGP had provision of a separate motivator in each project VDC. Given the job description to the motivator and the basic qualification and expertise fixed for the motivator hired by the DSCO, the motivator is assigned in VDC and DSCO is in district head quarter and motivator's work is needed to monitor to perform the tasks effectively. Therefore, it is recommended that the social mobilizations tasks for replication of PWMLGP model should be tie up with respective project VDC. Because, motivators are directly responsible to DSCO and from headquarter it is difficult to monitor motivator's work performance. In this context, DSCO shall deploy the motivator in respective VDC and s/he will work in coordination with VDC, WCC and POWER that will make the positive results and it support to make VDC more responsible in the watershed management project.

(ii) Ensure collaboration between projects initiated platform and local level governance institutions

It was learned that more than one institution/mechanism currently exists in the VDC for local level planning, monitoring and supervising the local development programs/projects implemented by the government. Among others, Ward Citizen Forum (WCF) and Agriculture, Forestry and Environment Committee (AFEC) are major ones. The PWMLGP has also formed Ward Coordination Committee (WCC) for each ward to implement the PWMLGP activities. WCC is formed comprising members of all households of the ward and the WCF is a selected ward level committee. WCF in coordination with WCC prepares ward level planning and submit it to VDC. .

Thus, for extension of the improved PWMLGP model and capturing the learning of PWMLGP the linkages and coordination between WCC and WCF should continue through VDC to ensure the activities performed in the respective Ward will have long lasting benefits for the target beneficiaries.

(iii) Replication of PWMLGP in each District

Following arrangements are recommended in replicating PWMLGP model:

- The PWMLGP should be implemented as an integrated local development project in coordination and collaboration with all concerned government and non governmental agencies working in the district;
- The five-year Community Resource Management Plan (CRMP) should be prepared in collaboration with all concerned stakeholders and approved as participatory watershed management, strategic plan by the village council and implement in full coordination and collaboration with concerned line agencies/stakeholders of the districts; and
- The PWMLGP has been implemented in one VDC in the replication districts. It is recommended that once the PWMLGP is replicated in all VDCs, it is wise to work on a sub-watershed basis in coordination with respective VDC for improving local governance and social accountability at watershed catchment area/river basin level rather than use of political boundary of the VDC.

B. Recommendations for future policy/project planning:

(i)   There is need of to upscale and expand the learning of PWMPLG

The PWMLGP was implemented 6-8 VDCs of eight project districts in collaboration with JICA. The history of the foreign assistance project gave positive results and during the project life the host country seems cooperative to implement the activities. Based on the previous learning of SABIHAA, PWMLGP has been implemented with the understanding to continue the learning of the project by the MoFSC in collaboration with MoFALD. MoFSC centrally allocated budget approximately Nrs 90 millons to continue the PWMLGP initiative in both project and replication districts. However, this budget is not enogh to continue SPs and POWER activities. Furthermore, MoFALD needs to develop the policy to take the ownership by the local bodies and ensure the budget of the district and VDC levels. The district level, holding a committee meeting once/twice in a year is not sufficient for stakeholder collaboration and such coordination meeting should be held at least every trimester at district level and review the plan and progress periodically as well as in the central level.

(ii)   CBRMP should be endorsed by the VDC as GREEN sector strategic plan

The project capacitates WCC and local stakeholders to prepare and implement the CBRMP as a strategic plan on resources management. In most of the cases, the WCCs are responsible to implement this five-year plan in their respective area. CBRMP is a holistic and comprehensive plan and not only limit in watershed management, at the same time incorporate livelihoods through agriculture, livestock, and forestry as well as climate change and mitigation measures. At the same time it also intends to improve gender mainstreaming, inclusion and governance prospective. Hence, CBRMP can be said the green sector strategic plan. Therefore, there is a need to make it as the GREEN sector strategic plan and endorsed from Village Council that develops the ownership of VDC towards CBRMP and allocates VDC resources to implement with development sub-projects and annual plan.

(iii)   Continuity and sustainability of POWER

The POWER group received resources from project for their livelihood related activities and exposures. They have initiated the saving/credit scheme. Monthly group saving/credit is supporting as a cementing agent to make the group solidarity and assume its continuity. The cooperative model in Nepal seems self- propelling institution at community level. Cooperative members can borrow loans for small scale business and income generating activities, and while people make economically active then the project outcomes may be sustained.

(iv)   Internalization and promotion of PWMLGP model in MoFSC

MoFSC has recognized the PWMLGP model and has already started replicating this approach through DSCWM in three new districts and other VDCs of eight project districts since last three years. However, while the MoFSC recognized PWMLGP is one of the effective models for participatory watershed management in collaboration with DDC and VDC, it should convince MoFALD to support by the LBs at field level which also promote the social accountability and local governance. Therefore, MoFSC further effort is needed to materialize the learning in intra-ministerial level, reflect the policy level with concrete project and plan with embedding in DSCWM project. It needs to re-orient the DSCO and DFO during the annual regional planning process and formulate the project as GoN regular project rather than project. There is a need to document the learning of PWMLGP and disseminate the learning by organizing a national level seminar by DWSCM.

(v)   Criteria of selection of POWER Members

It was found that numbers of POWER group members are varying from 20 to 70 women in a group. The evaluation team recommends that uniform criteria should be developed and used for identification of POWER members in each ward, although poverty is considered a relative term and needs to be defined based on local economic, social, cultural and political settings for determining the poorest among the poor households to be included in the POWER group.

Chapter I. Introduction of Evaluation

1.1. Background

Government of Nepal (GoN) with the technical and financial assistance of the Japan International Cooperation Agency (JICA) had implemented a project titled "Community Development and Forest/Watershed Conservation Project" called as "SABIHAA" (Saamudaayik Bikaas Tathaa Hariyali Ayojana) during 1994-2005 in Nepal. The major output of this project "SABIHAA Model": was the mobilization of local people to participate at all stages of watershed management practice which began with planning and ended with an evaluation of the activities. After completion of the project, Department of Soil Conservation and Watershed Management (DSCWM) of GoN continued the model with its own capacity and the project coverage area was expanded from two districts to eight districts.

The GoN had requested the Japanese government to support in improving SABIHAA model by scaling up watershed management activities in 2007. JICA had agreed the request and started Participatory Watershed Management and Local Governance Project (PWMLGP) by signing the project agreement among MoFSC, MoFALD and JICA in August 2009 for the period of five years. The project was implemented in eight districts given in figure-1 below (Kaski, Parbat, Myagdi, Baglung, Syangja, Tanahun, Kavre and Sindhupalchowk) with the goal to, "improve participatory management in better collaboration with District Soil Conservation Office (DSCO) and local bodies as applied in other districts by the initiative of MoFSC and MoFALD." The purpose of the PWMLGP was to improve participatory watershed management in better collaboration with DSCO and local bodies as implemented in the target districts and the project was ended in July 2014.

Figure 1: Location map of project district and study area

Based on National Monitoring and Evaluation (M&E) Guideline 2070, National Planning Commission (NPC) has been carrying out a third party evaluation of the government of Nepal's high priority project and projects each year in Nepal. In order to review the situation, operation, maintenance, management and replication of the completed project and projects impartially, NPC had selected the Development Resource Center (DRC) a national NGO through a competitive bidding process as a third party to evaluate "PWMLGP". The third party evaluation of the project "PWMLGP" was carried with the following objectives by the DRC in close coordination with a task force group formed under the chair of undersecretary of NPC.

1.2. Objectives

The following two were the main objectives of the PWMLGP evaluation:

1. To assess the results and the current status of the project by using the five OECD/DAC evaluation criteria (relevance, effectiveness, impact, efficiency and sustainability) in order to promote accountability toward results

2. To capture lessons learned and prepare a recommendation to enhance the design, implementation, operation and management of future related programs or projects

1.3 Description of evaluators

The core consultant team for the evaluation consisted four people - (1) Team Leader/Evaluation Specialist (2) NRM Specialist (3) Social Survey Specialist and (4) Statistician

In addition, two data assistants, 16 field researcher/enumerators and four field supervisors were involved in data collection and data entry.

The evaluation core team members were supported by an evaluation task force team comprising seven members formed under the chair of undersecretary of NPC. Name list of evaluation core team members and taskforce team has been mentioned in Annex-1.

1.4 Approach and Method of evaluation

Descriptive and analytical methods were applied during the study. The "before" and 'after" the project; and "Difference in the Difference" (DID) evaluation approach was adapted in this final project evaluation. The qualitative and quantitative tools and techniques were adapted during the data collection. Data from both the primary and secondary sources were collected. The FGDs, KIIs, HH survey and observation were the primary sources and collection of reports and documents from relevant organizations such as DSCWM, DSCO, CBS, DDC/DTO, DCWDO, DADO, DLSO, FECOFUN, and VDCs etc. was the secondary sources of data to support the evaluation. The population size, selection of the sample, study methods and tools, data collection techniques, data entry and analysis methods were discussed and finalized during the inception report presentation with the Sub-Taskforce. The framework of the study is given in Fig. 2 below.

Fig. 2 Conceptual framework of the Study
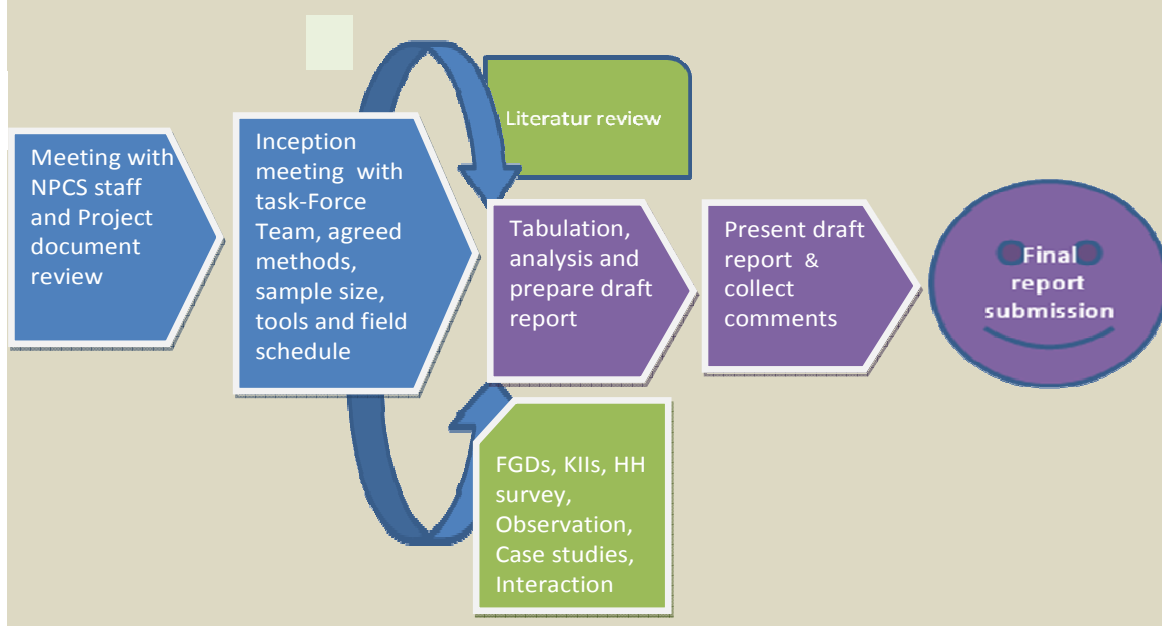
The methods and tools used in primary and secondary data collection are illustrated in Fig. 3 below. The quantitative information and data were collected using a sample household survey. Qualitative information was collected using suitable PRA tools and techniques such as FGDs, KIIs, observations, and informal discussions/interactions with concerned stakeholders.

The data were collected from community groups (WCCs, POWER groups, agriculture and livestock farmer groups, and watershed management committees), local authorities (VDCs, DDC/DTOs), and line agencies (DSCO, DFO, DADO, and DLSO) at the district level and DSCWM and MoFSC from the central level. During the field study, special attention was given to the GESI perspective.

Fig 3: Flow diagram of method of data collection
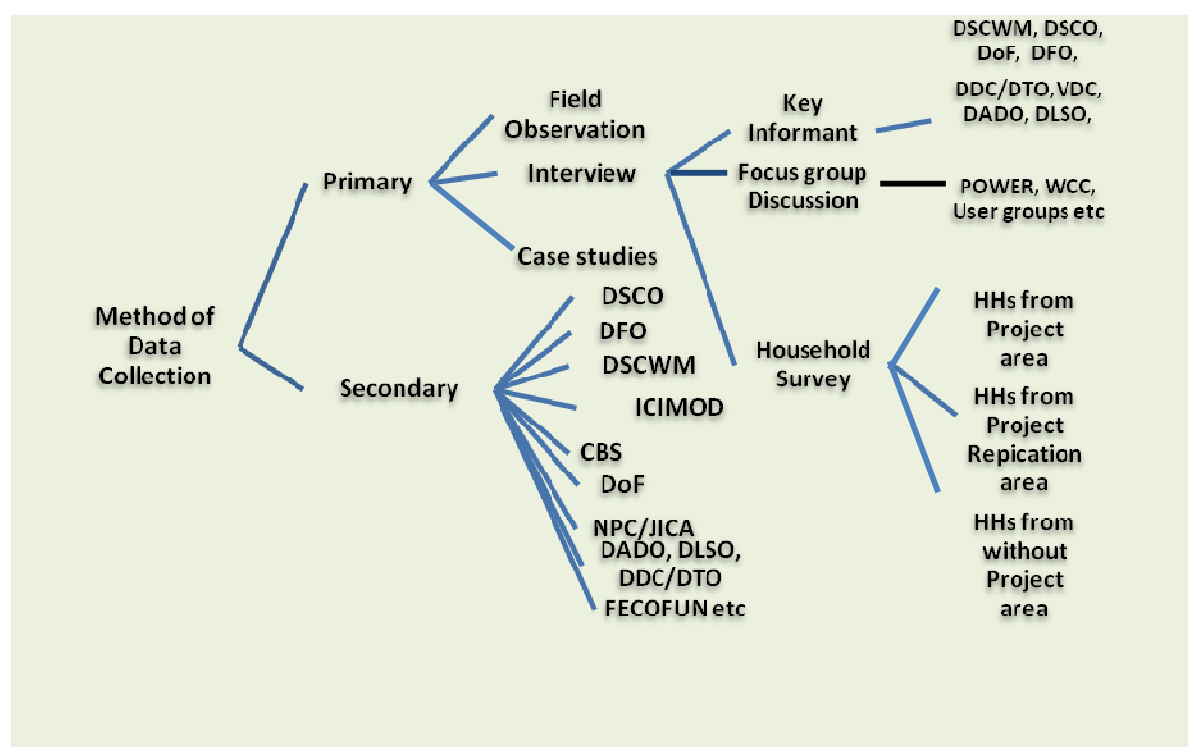
1.4.1 Qualitative methods

The participatory tools and techniques that were used for the collection of qualitative information from different respondents are described below:

i) Focus Group Discussions (FGDs)

By considering the FGD is an effective tool for discussing key issues with homogenous group members who are directly or indirectly involved or impacted by the project interventions, potential stakeholders, especially members of the WCC and POWER were invited to participate in the discussions organized in accessible locations. Altogether, 16 FGDs (8 FGD from each WCC and POWER groups) was conducted. Details of the FGD participant have been mentioned in Annex-2.

ii) Key Informant Interviews (KII)

The KIIs were conducted from central level executive agencies of DSCWM and MoFSC, district government agencies DSCO, DDC and other related line agencies, and community level agencies such as VDCs, WCC members, POWER groups. A separate check list with guiding questions was formulated and administrated for each group of respondents. Altogether, 125 KIIs were carried out during the evaluation process.

iii) Direct Observation/Verification of Infrastructures

While in the field, researchers observed the sites of sub-projects to verify the activities implemented by WCC and POWER groups and linkages of planning, implementation, monitoring and evaluation carried out by WCCs, WCFs, CACs, and POWER groups, VDC/DDC or DSCWM, DSCO.

iv) Review of documents

Project plans, policies/policy statements, related appraisal reports, sub-projects and grants support for POWER, management procedures, annual progress report, final report and terminal report of the project were reviewed.

1.4.2 Quantitative methods

The necessary quantitative data were collected through household surveys. The sample size required for the household survey was calculated using 'G' Power 3.1* software formulae. As per the formulae, minimum required sample size estimated was 1,196.The total sample size was distributed in three categories in 2:1:1 ratio. The final sample size, allocated for project area was598 HHs (WCCs), 295 HHs in a replication area (government replication) and 295 HHs in control group[1].

Household level interview questionnaire was developed to gather data specially to assess the effectiveness of the project as given in the logic model of evaluation (Annex-3), related to the following areas:

a. Capacity development of DSCOs and communities;
b. The degree and extent of participatory watershed management adopted; and
c. Recognition/awareness and skills on:
   i. Participatory watershed management;
   ii. Gender equality and social inclusion (GESI); and
   iii. Local governance ability to enhance and promote (planning, implementation, accountability and transparency in target group).

In addition, responses from beneficiaries about their satisfaction with the services provided by the project, the economic status of the beneficiaries/target groups, changes brought from project intervention (such as skill based training and project investment in income and employment generation) as well as livelihood improvements were also included in the questionnaire. Information of five evaluation criteria was also gathered from the household level individual interview.

1.4.3 Triangulation methods

The evaluation data was triangulated to ensure the validity of both qualitative and quantitative data by decreasing the uncertainty of a single measurement as suggested by social scientists. The process

---

[1]Faull, F., Erdfelder, E., Lang, A.-G. & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis project for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39, 175-191.

involved triangulation of the study methods, data sources and data. Triangulation involves employment of various methods, both quantitative and qualitative, and incorporates multiple perspectives. The following figure 4 presents the process applied to triangulate the data.

Figure 4: Triangulation Process
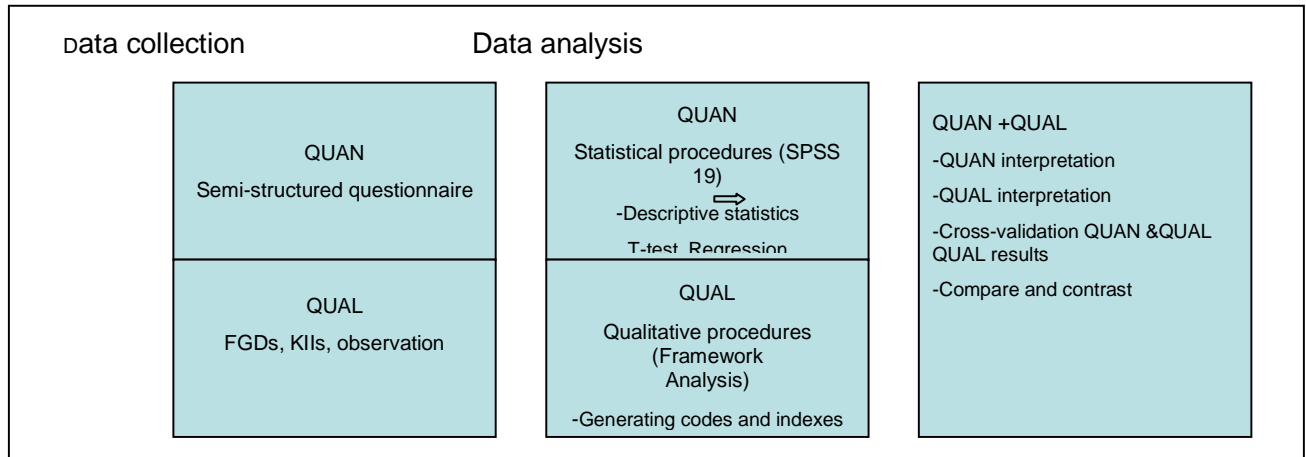
1.5 Summary of Evaluation Methods and Tools

Evaluation methods applied and total numbers of the sample sizes are summarized in the following table 2.

Table 2: Data collection methods applied and number of sample size

Sr	Data collection method	Respondents	Study districts	No. of interviews	Total No. of Interviews
1.	Key Informant Interview (KII)	WCCs, POWER members	8	8	64
		District stakeholders	6	3	18
		Central level DSCWM and MoFSC)	-	2	2
2.	Focus Group Discussion (FGDs)	POWER Members	8	1	8
		WCC Members	8	1	8
		Total No. of FGDs	8	2	16
3.	Household/individual Interviews	Project area (WCCs)	Proportionate	598	598
		Replication area (Replication)	Proportionate	295	299
		Control group	Proportionate	295	299
		Total No. of HHs survey			1,196

1.6 Formula used to calculate household Sample Size and method of selection

The effect size was computed as $d = \frac{\mu_1 - \mu_2}{\sigma}$ where µ1 and µ2 are meant for group 1 and group 2 and σ is the within group standard deviation. A d of .2 was considered small, .5 mediums, and .8 large. The sample size was calculated using 'G' Power 3.1* software[2].

To detect the minimal difference in mean outcome scores between project area (WCCs) and Replication area, considering the effect size of 0.2, two sided hypothesis test, 5% level of significance,

---

[2]Faull, F., Erdfelder, E., Lang, A.-G. & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis project for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39, 175-191.

80% power of test and the sample allocation ratio of 2:1 in the project area and replication area, the minimum sample size of 591 in the project area and 295 in the replication area was enrolled. With the same approach, to estimate the difference in mean outcome scores between project area (WCCs) and Control, the minimum sample size of 295 in Control was enrolled.

1.7 Distribution of sample for household survey

Out of the total 223 sub-projects implemented through collaboration, 20%, i.e. 45 project sites were enrolled in the study. Since there was only one sub project on fencing, it was included in the sample and there were total 46 sub-project sites. As per the percentage share of the sub projects to the total number of sub projects, the number of sub projects enrolled in the sample was determined and described in Annex-4. As some sub projects were very few in number, power allocation of 0.5 is applied while selecting the sample sub project.

1.7.1 Sample number of households of each Sub-project (Project area)

The list of each type of sub project implemented in collaboration was prepared. The sub projects were assigned arbitrary numbers. Each category of sub projects was determined by systematic sampling technique and required number of each of the categories was enrolled in the study. Then 13 households were selected from each of the sub project site systematically, which makes a total of 598 households. Of the total respondents, female (63%) and male (37%) were covered (Fig.4) by the household level interview. Similarly Brahman/Chhetri (35%), Janajati (47%), Dalits (15%) were interviewed. (Fig.5)

The complete list of households was acquired from project office and 13 sampled households were selected during the field researcher training period at DRC by systematic sampling technique. Out of the 13 households 7 and 6 households were selected from WCC and POWER groups, respectively. Please see Annex-5.

Figure 5: Caste and sex wise distribution of project area respondents
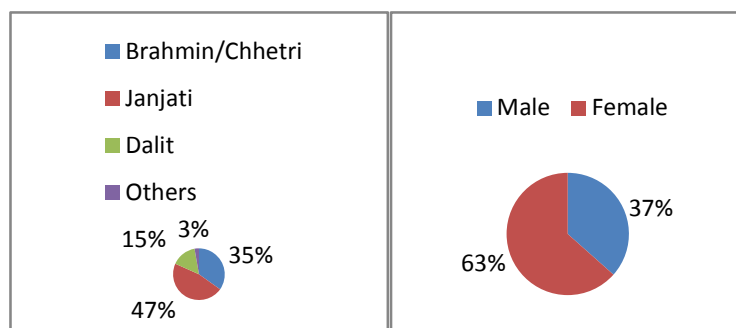
1.7.2 Sample Sub-projects of Replication (Replication area)

From the total 46 SABIHAA replication sub-projects completed in 2013, Sample sub-projects of SABIHAA replication (Treatment- 2) was selected with the Random start= 1 and sampling interval = 2. Total 23 sub-projects were selected for the sample and 13 households per sub-project, i.e. 299 households were selected using the list of households available at PWMLGP office. Out of the total respondents of treatment 2 study (n=299), Brahmin/Chhetri (34%). Janajati (40%) and Dalit (26%) were interviewed and out of which 56% and 44% were male and female respectively. (Fig. 6)

Figure 6: Caste and sex wise distribution of replication area respondents
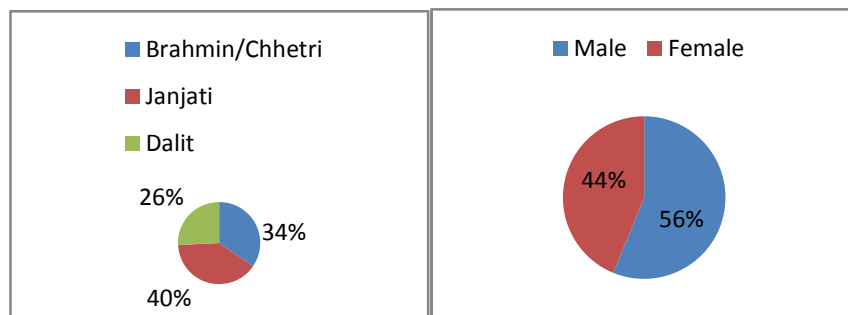
1.7.3 Sample households of control group

One VDC of the same watershed of treatment 1 where PWMLGP activities were not implemented was selected for control group household data collection. The sample VSC was confirmed with concerned DSCO and fixed number of control households (37 or 38) selected randomly for interview. Out of the total respondents of control study group (n=299), Brahmin/Chhetri (48%). Janajati (33%) and Dalit (19%) were interviewed and out of which 39% and 61% were male and female respectively. (Fig. 7)

Figure 7: Caste and sex wise distribution of respondents of control area
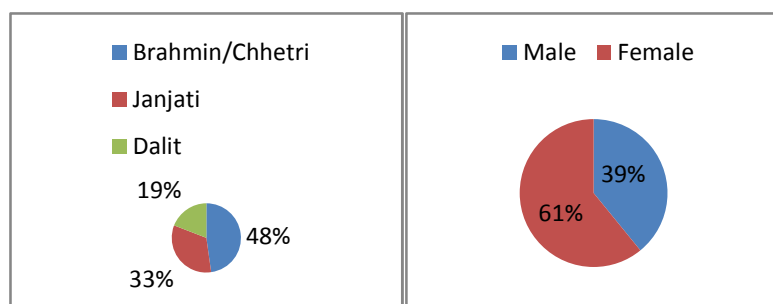
1.7.4 Summary of household survey

Summary of sample households of project area, replication area and control groups for evaluation is summarized in Table-3 below.

Table 3: Summary of number of sample households

Sr.	District	Project area	Replication area	Control[3]	Total
1	Baglung	13	26	26	76
2	Parbat	39	26	26	103
3	Kaski	156	39	39	233
4	Myagdi	65	39	39	142
5	Syangja	39	39	39	115
6	Tanahun	91	39	39	167
7	Kavre	78	39	39	154
8	Sindhupalchowk	117	52	52	206
Total		**598**	**299**	**299**	**1,196**

---

[3]Control VDCs in each district has been selected based on available information considering the proximity of areas, resources available to the consultant.

1.8 Special Study

Data for the following two thematic areas of special studies were also collected.

Theme 1: Comparative study of PWMLGP model with other models that government has initiated for community level watershed management.

MoFSC and DSCWM were visited to know that whether the government is implementing watershed management project with the other model in the country to compare it with PWMLGP.

Theme 2: Replication of PWMLGP model in other districts in Nepal

Data and information gathered from project replication areas of the same study districts and other three districts Palpa, Arghakhachi and Gulmi where PWMLGP model is being replicated in watershed management. Lessons learned, effectiveness and efficiency was documented based on the findings of the evaluation of PWMLGP models. A replication model of PWMLGP in other districts was prepared and it was suggested to implement in future watershed management projects in Nepal.

1.9 Development and Validation of the Evaluation Tools and Techniques

The evaluation team developed evaluation tools such as household survey questionnaire, FGD guidelines and Key Informant interviews (KIIs). These tools were shared with taskforce members. Taskforce members provided comments on the draft tools. Consultants updated the tools before starting field researcher training.

1.10 Training of the Evaluation Team

DRC hired well-qualified and experienced field researchers/enumerators considering the spirit of evaluation. Four day orientation to the Field researchers was conducted from June 02 to June 05, 2014 at DRC office, Kathmandu to ensure the quality of the survey and the correct application of evaluation methodology and tools. NPCS/SME II staff and the Sub-task Force/NPC staff also observed the orientation. The field researchers practiced mock sessions on administering the questionnaires and FGDs to familiarize them with the questions, interview technique, filling out the questionnaires and writing of FGD notes and interviews. Skills on dealing with individuals and groups, conducting interviews, coding and recording of qualitative checklists were also discussed.

1.11 Pre-Testing

Since data collection instruments, such as questionnaire and checklists, being used in the evaluation play a vital role in the quality of evaluation, questionnaires were pre-tested thoroughly in Kushadevi VDC of Kavrepalanchowk district where the same project was implemented. Field researchers, evaluation core team members and members of the task force team went to the field on the third day of the training for pre- testing the study tools. Any questions/issues/tools not clearly answered during the pre-test were refined, and questionnaires and checklist were finalized by incorporating the feedback obtained from the pre-testing.

1.12 Final Tools Presentation

DRC organized a half-day final tools sharing project on June 08, 2014 at DRC office. Sub-taskforce members and SMES2 team was presented in the project and the consultants shared the final draft tools. The task force team provided final comments and approval for printing the tools. Set of the final tools qualitative and quantitative both are in Annex 6.

1.13 Data Collection

Four teams comprising four to six enumerators and a team supervisor were mobilized parallel for collection of data from the districts. Each team collected data from two districts. The consultant also visited evaluation districts to gather, especially qualitative data. Field data were collected from June 12 to June 25, 2014. Details of field researchers and assigned districts to collect data are in the Annex-7.

1.14 Data Processing and Analysis

Questionnaire data were entered into Epidata and transferred to Excel /SPSS for further analysis. The Statistician and the Team Leader crosschecked and oversee the data quality during data cleaning, entry and analyses.

Qualitative data were used to compare and contrast with the quantitative data. Where appropriate, self reported data based on household survey was contrasted with the findings from observation.

1.15 Quality Assurance in the Evaluation

Quality control of the evaluation was maintained at two levels - field level during data collection and central level during data entry, cleaning and processing. At first, the field researchers/enumerators checked the completed questionnaire after each interview, which was double-checked in the evening by the supervisor of the enumerators. Where possible, the core team member provided on-site feedback. While at entering and processing data in Kathmandu, quality assurance methods such as range checks and skip instructions was developed, which helped detect errors during the data entry stage. Data entry was done directly from the questionnaires. The quantitative data was entered by the data assistant, verified and analyzed by the Statistician.

A team of consultants, taskforce team and SMES2 visited study districts of the western region and other team visited Kavre and Sindhupalchowk districts to ensure the quality of data collection in the districts. Members of WCC and POWER were interviewed by this team and also observed the data collection. This team provided on site comments to the field researchers and supervisors. List of task force members and other members of the team visited to the evaluation districts to assure the field data is in Annex 8.

1.16 Limitation of the evaluation

Selection of control group: Most of the control group VDCs of the evaluation was selected lower catchment parts of the watershed project. PWMLGP had selected the project in the upper catchment part VDCs of the watershed. Because of the lower areas of the watershed, these control VDCs are close to the motor road and also there is already irrigation facility. The people of these VDCs are more exposure and also have access to the market. Because of these reasons income levels of people of these areas are higher than the treatment areas before starting the PWMLGP.

Name list of all members of the WCC and POWER: The name list of WCC and POWER are not updated. Sample household for individual interview was selected systematically from the list provided by the project office. But the sampled members were not available at the community while visiting to the sampled household for the interview.

Section II. Basic information about the Project

2.1 History of PWMLGP related projects

From 1991 to 1994, JICA implemented a forestry extension project with the objective of improving forestry extension. The project conducted an intensive study on the situation of people in the hill areas and forestry extension activities conducted by various United Nations, bilateral agencies and NGO projects. Based on the finding and positive result of these projects the government of Nepal implemented the following two SABIHAA related projects before implementing PWMLGP in Nepal.

2.1.1 Community Development and Forestry/watershed Conservation Project (CDFWCP) and Greenery Promotion and Cooperation Project (GPCP) phase 1

This project was the pioneer case for JICA to initiate project approach "by combining several schemes of JICA to achieve the common project goal. CDFWCP is a project-type technical cooperation and GPCP is a volunteer scheme. They worked together with the principle of "forest\watershed conservation though community development".

2.1.1.1 Overall goal:

The objective of the project was to improve the natural environment and land productivity, particularly to stop the depletion of forest and other natural resources and to expand the areas of greenness in the hill areas of Kaski and Parbat districts by organizing exemplary community development activities for upgrading of living standard of rural communities, promoting their own initiative and efforts and paying due consideration to women and poor people.

2.1.1.2 Implementation modality:

Japanese overseas cooperation volunteers (JOCV),together with DSCO-tech of district soil conservation office (DSCO)and staff from local NGO formed 10 teams called monitor/promote M/P)team. They were stationed to 10 VDCs in Kaski and Parbat districts and by living in rural villages, M/P teams leaned the major development needs of the people and assisted the community people to initiate development work. M/P teams were back stopped by technical experts, i.e. team leader, community development expert, women in development expert, watershed management expert etc. dispatched from CDFWCP.

2.1.1.3 Approaches:

The project took a ward level approach and each ward was entitled to 200,000 NRs/four years to initiate development activities called sub-project(SP). Community people formed User Group (UG) by paying due consideration to women and disadvantaged people. Then they were responsible for implementing the action by getting technical support from DSCO-tech and financial support of materials and skill labor that are not available in the village. Community people had also contributed by providing unskilled labor and locally available materials. Types of SPs supported wee community infrastructure, forest/watershed management and income generation activities (IGA),operational guideline (OG)which is a document to provide key concept and operational procedures of field activities was developed so that all stakeholders have a common understanding of the project.

2.1.2 CDFWCP phase 2 and follow-up (1999-2005)

Soon after phase 1,phase 2 was followed by expanding the approach to new 10 VDCs in Kaski and Parbat. However, in the early stage of the project armed conflict became active followed by royal massacre and the country became unstable. The project was affected and had to make major changes in the modality, but continued to work with the same principle of, "forest/watershed management through community development".

2.1.2.1 Overall goal

The objective of the project was to develop a model, which is applicable in hill areas of Nepal for participatory community resources management on an equitable and sustainable basis with active involvement of the people in its process of planning, implementation, monitoring and evaluation.

2.1.2.2 Implementation modality

The project started by assigning M/P teams in new project sites, but on 2000 March, project site of Phase 1 was attacked by Maoist and JICA decided to withdraw GPCP project from security reason. Thus, JOCV and local NGO were no longer involved with this project. Motivators hired from project sites and DSCO-techs played the role of social mobilization by getting technical backstopping from Japanese experts and DSCO.

2.1.2.3 Approaches

From the experience of phase 1, the approach was shifted from needs based assistance to integrate community resources management, putting Conservation Committee as the main actor. The project also felt important to have strong coordination with local governing body, therefore elected wards chairperson and ward committee members became the core members of the WCC. With the supports of DSCO-tech, WCC formulated community based watershed management project, CRMP and annual action plan. WCC wear responsible to select the SPs identified in AAP and implement them. The budget designated for SP was100,000~300,000NRs/3 years, depending on the size of the Wards. Special project called poor people, occupational caste and women's Empowerment for Resources management was organized to build the capacity of underprivileged people or women by providing adult literacy classes, trainings, and life improvement activities. The nick name "SABIHAA" was named during this phase to familiarize the concept to the community people. JICA also worked intensively with DSCWM/DSCO and they took high ownership towards this project. By the time when the project was phased out, DSCWM started to expand SABIHAA replication activities in Parbat and Kaski and then to Syangja districts on their own capacity. DSCWM and DSCO also revised SABIHAA OG with their own initiative. They called it Kaski OG and DSCWM/DSCO implemented replication activities based on the Kaski OG in the following years.

2.2 Participatory Watershed Management and Local Governance Project (PWMLGP)

The PWMLGP was started in 2009, based on the lessons learned from the SABIHAA project, implemented from1994 to 2005. The PWMLGP was implemented by the government of Nepal with the technical and financial assistance of JICA. PWMLGP implemented improved SABIHAA model "**A mechanism to promote local people to participate at all stages of community resource management and community development by strengthening local governance**". The improved model incorporated the principle of decentralization and local governance and highlighted the needs for coordination with local government bodies. This project was implemented in eight (8) districts covered six districts of western development region and two districts of the central region. .

Implementing agency of PWMLGP was the same DSCWM under the MoFSC but for the first time MoFALD was included as a major partner of PWMLGP with the main aim of mobilizing local government bodies DDC and VDC for stronger coordination and collaboration in the course of implementing project activities and other development activities at community level.   VDC secretary played vital role in implementing different activities of PWMLGP at VDC level.

Before PWMLGP implemented, Ward Conservation Committee was active to carry out the project activities at ward level, but it has been changed into Ward Coordination Committee in PWMLGP with the broader role in the areas of good governance and community development. Similarly for ensuring the accountability and transparency to strengthen good governance at ward level; public auditing was also introduced in project operation procedure.

2.2.1 Difference between PWMLGP and the Previous Projects

Although the implementing agency was the same DSCWM under MoFSC, MoFALD was included for the first time as a major partner of PWMLGP.

The Project aimed to improve local governance in two ways-(1) coordination and collaboration with local bodies and other development partners and (2) the governance in development activities.

PWMLGP focused on encouraging VDC level local governments to take initiatives for local development. Being the acting representative of VDC, the VDC secretary were expected to take part in the following project activities:

- VDC level orientation
- WCC's plan preparation
- Payment of installment for implementing SP
- Monitoring of construction and IG SP
- Public Auditing
- Self-Evaluation of WCC
- Training project organized by the project
- Midterm review of the project
- National seminar/workshop
- WCC networking committee meeting
- Interaction meeting at district level
- Interaction meeting at VDC level
- The Ward Conservation Committee has changed into Ward Coordination Committee.

To ensure accountability and transparency for strengthening good governance at ward level, Public Auditing was introduced in operational procedure.

Besides project activities, VDC Council was another important regular event at VDC level. In village council, WCCs can present their plans and requests for endorsment. In some project area VDCs regularly invited WCC members to participate in the village council and raise their voices.

VDC secretaries have tried to harmonize WCC and WCF. Motivators of PWMLGP and social mobilizers of LGCDP collaborated each other by conducting similar event together. WCC and WCF made a joint Ward Development Plan to submit to VDC council.

District Working Committee meetings were held twice a year to ensure good coordination and collaboration at district level.

Thus the project applied the most appropriate way to coordinate with LGCDP at central, district and VDC level.

2.2.2 Goals of the PWMLGP

The overall goal of the project is "to improve participatory watershed management in better collaboration with DSCO and local bodies, as applied in other districts by the initiative of MoFSC and MoLD".

2.2.3 PWMLGP Purpose

Improved participatory watershed management in better collaboration with DSCO and local bodies is implemented in the target districts.

2.2.4 Outputs of the PWMLGP

1. Capacity of DSCOs on participatory watershed management in the targeted area is improved.
2. Capacity of community people in targeted Districts on participatory watershed management and local governance is enhanced.
3. The role of local governance in participatory watershed management is promoted.
4. Internalization of SABIHAA model is promoted.

2.2.5 Activities

1-1 Review the SABIHAA model replication activities.
1-2 Conduct baseline survey to assess the current status of skills and experience of DSCWM and DSCOs on participatory watershed management and identify the training needs
1-3 Develop training packages based on activities 1-1 and 1-2.
1-4 Conduct training for DSCOs based on activity l-3.
1-5 Implement participatory watershed management activities in the targeted areas
1-6 Organize skill development training/technology transfer for DSCOs staff in abroad.
1-7 Organize Result Sharing Workshop.
2-1 Formulation of WCC and POWER groups
2-2 Formulation of CBRMP, CRMP and AAP
2-3 Implementations of CBRMP, CRMP and AAP
2-4 Conduct training for community people based on activity 1-3.
2-5 Conduct Workshops/exposures/OJT for community people
2-6 Organize self-evaluations of WCC activities

3-1 Organize VDC level workshop in coordination with VDC
3-2 Sharing of CBRMP, CRMP, and AAP with VDC
3-3 Organize interaction about project with WCC, POWER and VDC.
3-4 Organize District Working Committee Meeting/Workshop.
3-5 Conduct training to WCC/POWER/VDC on local governance based on activity 1-3.
3-6 Organize public auditing of wee activities
3-7 Establish WCC network at VDC level

4-1 Establish the Exit Strategy Working Group (ESWG) and develop a strategy to mainstream SABIHAA model into DSCWM
4-2 Conduct fact finding survey
4-3 Conduct In-depth survey
4-4 Conduct training to replication sites and non-SABIHAA districts
4-5 Revise Operational Guideline to hand over to DSCWM

2.2.6 Description of project

Project Name: Participatory Watershed Management and Local Governance Project
Cooperation Period: 2009.8 - 2014.7 (5 years

Target Area: National level and Eight (8) districts (Syangja, Myagdi, Baglung, Parbat, Kaski, Tanahun, Kavre, Sindhupalchowk)

Target Group: District Soil Conservation Office (DSCO) and District Development Committee (DDC), Village Development Committee (VDC) and community groups in the targeted areas.

2.2.7 Cost investment (NRs In '000)

Year	Development partner	GoN	Total
1st year	76,250	46,921	123,171
2nd year	77,250	47,092	124,342
3rd year	79,000	57,740	136,740
4th year	73,500	50,056	123,556
5th year	76,585	63,760	140,345
Total	**382,585**	**265,569**	**648,154**
Percent	**59**	**41**	**100.00**

Source: Central Level KII and project completion report, 2014

2.2.8 Inputs

2.2.8.1 Inputs of development Partner (Japanese)

  A. Experts: In total Seven Japanese Experts, Chief Advisor /watershed management expert (1), Local Governance /Replication Support Expert (1), Social Mobilization/Co-Chief Expert (1), Institutional Development Expert (3) and POWER mainstreaming Expert (1) *were dispatched for the PWMLGP.*

  B. Equipments/Vehicles: The project purchased Notebook PC (13), Desktop PC (2), Network photocopy (2), Scanner/printer (4), Fax machine (2), Inverter (1), Digital Camera (12), Honda generator (1) and USB backup (2).

2.2.8.2 Input of Government of Nepal

A total 61 personnel including Director General, Deputy Director General, Project Director, Project Liaison Officer (2), District Soil Conservation officer (8) and District Technical (48) were engaged in executing PWMLGP.

2.3 Project operation/Implementing Process

Discussion with concerned senior officials of DSCWM revealed that a high level project management committee has been formed at the center with the mandate of formulating relevant policy, providing guidance in implementing agency DSCWM and coordinated with donor (JICA). Likewise a district level working committee (DWC) has been formed under the chairmanship of LDO and constituted the members from LAs (DSCO, DFO, DADO, DLSO, Irrigation, WSSO, WD) and CSOs and I/NGOs who were responsible to review the plan and progress of the WCC and POWER in regular basis and provided the feedback to DSCO for further improvement. As considering the decentralized sprit it focused and engaged local level government entity (VDC/Ward) to take the lead role for sub-project and activities planning

Fig. 8 Operational Process of PWMLGP

and execution with mobilizing communities in watershed management and improving local governance. The PWMLGP mobilizes WCC and POWER groups in planning, implementation, monitoring and improving governance at local level through the promotion of inclusive participation, transparency, accountability at VDC/grass-root level. The operational process of PWMLGP has been illustrated in Fig. 8.

36
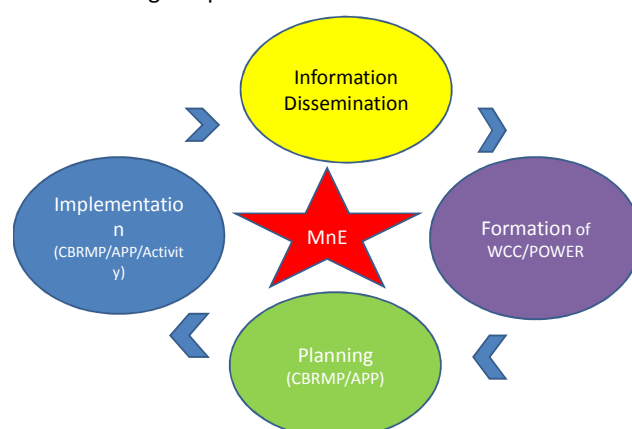
2.4 Features of the PWMLGP

The key features of the PWMLGP model have been briefly summarized below: .

2.4.1 Participatory Approach

This project has given high priority for participation of local people in the project cycle and the beneficiaries and their network/groups are involved at every step of planning, implementation and monitoring and evaluation of the sub-projects selected by the WCC and POWER. The model uses a bottom up planning process, keeping the people first.

2.4.2 Focus to Institutional development and visionary planning

The model focuses institutional development of both implementing partners and organizations of target beneficiaries. Sufficient attention has been given to strengthen the institutional capacity of WCC, POWER groups formed and mobilized to plan, implement and monitor the CBRMP for overall resource management at ward level. The respective VDCs have been given recognition to WCC sand other community based organizations and taking support in planning, implementation, and monitoring of the project activities through WCC and POWER groups at community level.

2.4.3 Promotion of local governance in natural resources management

The model strengthens the social accountability of local government bodies through the promotion of participatory planning, public auditing and joint monitoring by stakeholders. In addition of that implementation of CBRMP through VDC observed the local bodies taken the leadership in natural resources management.

2.4.4 Mainstreaming gender equity and social inclusion

The project was found to be gender sensitive and inclusive with respect to benefit-sharing with weaker sections of the community. Through the concept of positive discrimination, women and disadvantaged community groups were observed as being adequately represented in the decision-making process at the local level. Likewise, such disadvantaged community members have been allocated resources to support their livelihood improvement. For example, the POWER groups illustrate how gender mainstreaming has been incorporated throughout project activities to foster long term sustainability.

2.4.5 Capacity development and knowledge documentation

The project has implemented a wide range of capacity development programs for enhancing the capacity of the community groups and DSCO staffs. As a result, both the WCC and POWER groups in the districts have been reported planning and implementing a wide range of sub-projects on natural resources management and income generation at the community/ward level successfully. Similarly, the capacity of the DSCO staffs has also been enhanced and they have been successfully facilitating community to plan CBRMP, development and governance and other natural resources management.

2.5 Achievements of Project Purpose

Two indicators were created to measure the achievement of the project's purpose, **"To implement Improved participatory watershed management (in better collaboration with DSCO and local bodies in the target districts)."**

Indicator 1: At least 5% of RMP defined sub-projects are co- funded/collaborated with local bodies or other institutions.
WCC and POWER both had tried to get funding to implement SPs from VDC and other related line agencies from the beginning of the project. Sup-projects had been started to implement from the 2nd years of the project in collaboration in the project districts.

Review of the project completion report shows that altogether 526 sub-projects have been implemented in collaboration with other agencies in the project districts. Among those 526 sub-projects completed, 272 SPs were implemented by WCC and the remaining 254 SPs were implemented by the POWER groups.

Further the total 272 SPs implemented by WCC, 71 SPs were implemented in collaboration with respective VDCs of project districts. Likewise, of the total 254 SPs implemented by POWER, 186 SPs were implemented in collaboration with respective WWCs (61), NGOs(83) and VDCs (52). It is encouraging finding that a total 2,020 SPs were completed during the entire projct period and among the total SPs, 526 (26%) SPs were implemented with the fund contribution of VDCS and NGOs.

Further, members of the WCC and POWER (N=598) were asked about the sub-projects implemented in coordination and collaboration with other line agencies in their communities. Of the total respondents, 76.7% respondents said main collaborative agency to implement SPs in the community is VDC/DDC. DADO, DLSO and DFO also funded to implement 22%, 5% and 9.7% SPs respectively in the community. (Table 4)

Table 4: Coordination and Collaboration with DSCO and other stakeholders in the project implemented

Collaborated with	Participatory watershed management activities	Capacity development activities	Livelihood improvement activities	Total No.	Total
VDC/DDC	197	146	116	459	76.7%
DADO	6	58	68	132	22%
DLSO	3	11	16	30	5%
DFO	46	10	2	58	9,7%

Source: DRC Field Survey 2014

Based on the quantitative achievements made by the project, it is concluded that the project has achieved the purpose "At least 5% of RMP defined sub-projects are co- funded/collaborated with local bodies or other institutions".

Indicator 2: Joint monitoring/evaluation are implemented by DSCO and DDC in all 8 districts.
The table 5 below shows the monitoring of the WCC and POWER group activities by the different levels. It is clearly found that the group activities are monitored jointly by different concern agencies, especially by the DSCO and DDC. Of the total respondents (N=598), 28.6% respondents of project areas said DSCO and DDC had monitored their group activities and it is followed by 12.4% project staff and 11.4% DSCO/tech. Similarly, 18.4% respondents of replication areas said their group activities were monitored by DSCO and DDC and 14.4% said DSCO/tech monitored the group activities.

Table 5: Monitoring of group activities

Group activities monitored by	Project area		Replication area	
	No	%	No	%
Not responded	230	38.5	168	56.2
DSCO and DDC	171	28.6	55	18.4
Motivator	23	3.8	5	1.7
DSCO/TECH	68	11.4	43	14.4
WCC/POWER	32	5.4	11	3.7
Project staff	74	12.4	17	5.7
Total	598	100.0	299	100.0

Source: DRC Field Survey 2014

Considering the achievement of four (4) Outputs described below under the effectiveness of evaluation criteria as well as the above described achievement of indicators, the evaluation team evaluated that the improved participatory watershed management had been implemented in the target districts with the close collaboration with DSCO, DDC and local bodies.

2.6 Achievements of Overall Goal

Overall goal: To improve participatory watershed management in better collaboration with DSCO and local bodies is applied in other Districts by the initiative of MoFSC and MoFALD.

Indicator: Improved participatory watershed management is adopted in soil conservation and Watershed Management Project.

Interaction with central level Key Informants reveal that the Operational Guidelines (OG) has already been approved by MoFSC and the PWMLGP Model has already been gradually replicated in other VDCs of 8 project districts and three new districts namely: Palpa, Arghakhachi and Gulmi under the regular development project of the DSCWM. The GoN has also allocated budget to continue the PWMLGP activities. Therefore, it is concluded that participatory watershed management approached has been gradually implemented in the district by the DSCWM.

Section III. Fact Findings and Data Analysis

3.1 Major findings

3.1.1 Knowledge of Respondents about the Project

The survey reveals that about 50 per cent respondents were aware about the PWMLGP in the project districts. The data further show that about 55 per cent respondents of project area were aware about the project followed by 45 per cent in replication area and 47 per cent in control areas. (Table 6)

Table 6: Distribution of Respondents by Level of Knowledge about the Project

Response/Category of Respondents	Project area		Replication area		Control		Total	
	No	%	No	%	No	%	No	%
Yes	329	55.0	133	44.5	141	47.2	603	50.4
No	269	45.0	166	55.5	158	52.8	593	49.6
Total	598	100.0	299	100.0	299	100.0	1,196	100.0

Source: DRC Household Survey, 2014

3.1.2 Memberships of Respondents' Family in Groups and Organizations in the Community

The survey shows that the households in the survey areas had been taken memberships in 13 different types of groups and organizations in the community. The survey also shows that the proportion of households taking memberships in different groups and organizations has been increased significantly after the implementation of project in the project areas compared to replication area and control areas (Table-7).

Table 7: Distribution of Respondents by Types of Memberships in the Community Before and After the Project

	Project area				Replication area				Control				Total			
	Before		After		Before		After		Before		After		Before		After	
Membership	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
WCC	2	0.3	145	24.2	10	3.3	63	21.1	5	1.7	4	1.3	17	1.4	212	17.7
POWER	18	3.0	219	36.6	13	4.3	66	22.1	1	0.3	1	0.3	32	2.7	286	23.9
WCF	9	1.5	44	7.4	12	4.0	24	8.0	21	7.0	29	9.7	42	3.5	97	8.1
Community Forest	86	14.4	125	20.9	31	10.4	38	12.7	46	15.4	55	18.4	163	13.6	218	18.2
Leasehold Forest	12	2.0	25	4.2	0	0	1	0.3	2	0.7	4	1.3	14	1.2	30	2.5
Livestock Commodity Group	2	0.3	15	2.5	3	1.0	6	2.0	5	1.7	9	3.0	10	0.8	30	2.5
Agriculture Group	5	0.8	9	1.5	5	1.7	3	1.0	3	1.0	10	3.3	13	1.1	22	1.8
Saving & Credit Cooperative	45	7.5	129	21.6	12	4.0	22	7.4	25	8.4	60	20.1	82	6.9	211	17.6

Membership	Project area				Replication area				Control				Total			
	Before		After		Before		After		Before		After		Before		After	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Women Group	77	12.9	171	28.6	35	11.7	40	13.4	52	17.4	81	27.1	164	13.7	292	24.4
Mother Group	109	18.2	150	25.1	71	23.7	77	25.8	115	38.5	139	46.5	295	24.7	366	30.6
Agriculture Cooperative	16	2.7	36	6.0	7	2.3	14	4.7	15	5.0	24	8.0	38	3.2	74	6.2
Dairy Cooperative	25	4.2	44	7.4	0		1	0.3	5	1.7	7	2.3	30	2.5	52	4.3
Others, specify	15	2.5	30	5.0	12	4.0	15	5.0	28	9.4	47	15.7	55	4.6	92	7.7
Total	598	100	598	100	299	100	299	100	299	100	299	100	1,196	100	1,196	100

Source: DRC Household Survey, 2014

3.2 Finding on the five evaluation criteria

3.2.1 Relevance

The relevancy of the project was evaluated in terms of consistency with the necessity of target area and beneficiary groups, country development plan, government policies, and logical intervention of the project activities for achieving the project outcomes. The project interventions are found highly relevant to fulfilling the target community needs and contributed to achieving the goals and objectives of GoN along with a cooperation policy of the Japanese Government.

3.2.1.1 Matching needs of the community and target groups

PWMLGP target groups are poor, disadvantaged, marginalized people and women in rural areas. They do not have access to public goods and services. Therefore, its target groups are highly vulnerable groups and project has addressed the needs and interest to increase their claim making power through social mobilization.

The representative respondents of the target groups were asked to judge the interventions of the project with their own perception. Distribution of respondents based on their perceived relevancy of the project interventions is presented in Table-8.

Table 8: Project relevance to community target group needs

Level of suitability of PWMLGP	Project area		Replication area	
	No. Respondents	%	No. of respondents	%
Highly suitable	77	12.9	24	8.0
Suitable	334	55.9	93	31.1
Moderately suitable	186	31.1	182	60.9
Not suitable	1	0.2	0	0

The survey reveals that 12.9% per cent respondents opinioned that the activities implemented were highly suitable to their needs followed by suitable for 55.9 per cent and moderately suitable for 31 percent. The survey further reveals that respondents in the replication areas were less satisfied than the project areas with the project activitiesdue to fewer resources allocated in VDCs for implementing the sub-projects

3.2.1.2 Relevance with GoN's Country Development Plan

Review and analysis of current 13th national development plan and relevant government policies, strategies and project related to poverty reduction, environment protection, Disaster Risk Reduction, etc. indicates that the project is consistent with the GoN national development policy and strategy and contributed significantly to achieving MDGs goal such as food and hunger, and environmental protection as well as national poverty reduction agenda of Nepal.

On the other hand, Ministry of Foreign Affairs (MoFA) of the Government of Japan had formulated the country assistance policy in Nepal in 2013 in the area of local governance (democratic process) which aiming to contribute socially, equitable and economic development of Nepal. In addition JICA Country Analytical Work (2012), public administration capacity building project is one of JICA cooperation programs in Nepal that also emphasizes poverty alleviation and rural development along with strengthening local administration to establish and disseminate participatory framework and models for GESI.

3.2.1.3 Project implementing procedure

The PWMLGP has followed decentralized, integrated watershed management approach and implemented by MoFSC through DSCWM in coordination and collaboration with MoFALD.

PWMLGP has ensured the active participation of target beneficiary groups in planning, implementation and monitoring of demand driven sub-projects implemented in the communities. The MoFSC has prepared PWMLGP implementation guidelines within the framework of LSGA 1999 and Local Bodies Resources Mobilization and Management Working procedures (2012) aiming to promote good governance (accountability, participation, GESI, effectiveness, transparency and rule of law) of the public service providers (DDC, VDCs). PWMLGP had formed Ward Coordination Committee (WCC), poor, occupational castes and women empowerment for resources (POWER) at community level and mobilized those groups in project planning, monitoring and evaluation for effective implementation of the integrated watershed management project at the community level.

In other hands MoFALD has been implementing LGCDP project through DDC in all 75 districts aiming to increase access of poor, women and disadvantaged groups in public services and make their delivery transparent and accountable towards service receivers.

However, there is need to incorporate the CRMP in VDC strategic plan that will contribute to develop ownership of VDC of the community resources management plan and ensure the budgetary allocation to implement the sub-projects prepared by the WCC and POWER after the passing over of the PWMLGP

The WCF members and AEFC have the opportunities involving on preparation of CRMP from the beginning in their respective ward where forest resources available and makes easy to coordinate with their respective VDC to endorse the CRMP from VDC council as a component of the VDC level periodic plan and captured the spirit of LSGA.

3.2.2 Effectiveness

This section of the report explains the results of the evaluation study in alignment with the intended purpose and outputs indicators given in the project design matrix 2.0 versions (Annex-9). As discussed in the section 2.5 above, the purpose of the project was achieved in high level as in terms of funding/collaboration, the PWMLGP successfully implemented total 526 sub-projects in the project areas and monitored the activities implemented by DSCO jointly in the eight project districts.

The effectiveness of the project is discussed for each indicator of the four outputs of the project as follows:

Output 1: <u>Capacity of DSCOs</u> on participatory watershed management is improved in target districts.

Three (3) indicators were set under the output 1 and achievement of each indicator is described below:

Indicator 1.1: Numbers of DSCOs and DSCO-techs participate in Participatory Watershed Management Training/workshops

Review of project progress reports and interactions with senior project management officials at the center and respective project districts reveals that the entire capacity development project activities envisaged in the project document has been implemented and all the targeted officers and technicians of DSWM participated in these programs. Interactions with concerned officials of DSWM revealed that the PWMLGP has transferred considerable technical knowledge to the staffs of DSWM and DSCOs by organizing a number of training and workshops on OG orientation, social mobilization, GESI, local governance, group and project management, GIS advance 1 and 2, participatory planning and local governance and Erosion Susceptibility Mapping using GIS technique at national level in each year of the project period. It is reported that in total 38 DSCO staffs including DSCO techs and 11 national level staffs participated in such training/workshop organized by the project. Similarly, three (3) project staff participated in the international training in Thailand and Japan (one in each year 3, 4 and 5 of the project period). List of trainees participated in the training and workshop organized by DSCWM is given in Annex-10.

Indicator 1.2: 80% of targeted DSCO personnel participated in the training/workshops understand improved participatory watershed management

The project conducted pre and post test of most of the training conducted for the staff of DSCWM and DSCOs. The list of training conducted by the project is presented in the Annex-13. The post test results for six training courses showed that the average knowledge gained by the participants of the training increased from 45.7% to 76.0%. This implies that about 76 per cent near about to the target trainees participating in the training programs conducted by the project understand the concept of PWMLGP.

Indicator 1.3: Improved participatory watershed management is practiced at 306 (100%) WCC
Review of the project completion report of the project shows that altogether 980 SPs have been completed by 306 WCCs formed by the PWMLGP in three-cycles of sup-projects. The distribution of respondents based on their perception about the application of PWM concept in their community has been presented in Table-9.

Table 9: Project activities implemented by WCC and POWER as planned

	Project area		Replication area	
Level of project implementation activities as planned	No. of HHs	%	No. of HHs	%
All activities Implemented on time	102	17.1	34	11.4
Most of the planned activities implemented as per plan	175	29.3	87	29.1
Some activities got delayed	319	53.3	178	59.5
Most of the planned activities not implemented	2	0.3	0	
Total	598	100	299	100

The survey shows that about 11 per cent respondents told that all the sub-projects' activities were implemented on time followed by 29.1 per cent considered that most of the planned activities implemented as schedule and about 60 per cent respondents said some of the activities were implemented with some delay. This implies that the practice of participatory management of watershed management concept by most of WCCs in the PWMLGP VDCs has gradually been institutionalized in all the project districts. It is concluded that slightly higher percentage people of project area than replication area perceived that the planned activities were completed on time whereas equal percentage of people of both project and replication areas perceived that the planned activities activities were implemented as per the plan.

Output 2: <u>Capacity of community people</u> on participatory watershed management and local governance is enhanced (in target groups/areas).

Three indicators were set to achieve the output 2 and the achievement of each indicator is described below:

Indicator 2.1: 50% of WCCs understands the concept of participatory watershed management and local governance.

The evaluation study shows that more than half respondents of the project area (55.0%) and replication areas (44.5%) were of the opinion that they understand the concept of participatory watershed management. Distribution of respondents on the basis of their perceived level of understanding about the concept of participatory watershed management is presented in table 10.

Table 10: Understanding of concept of participatory watershed management

Understanding of the concept of participatory watershed management	Project area		Replication area		Control area		Total	
	No. of HHs	%	No. of HHs	%	No. of HHs	%	Total HHs	%
Yes	329	55	133	44.5	141	47.2	603	50.4
No	269	45	166	55.5	158	52.8	593	49.6
Total	598	100	299	100	299	100	1196	100

The Project also adopted spider-web tool for periodical WCC self-evaluation of status of institutional development, focusing assessment of five (5) aspects, namely: 1) Group Management, 2) Community Resources Management, 3) Coordination and Collaboration, 4) Local Governance, and 5) Capacity Development and Empowerment. Community people themselves assessed their own situation based on set criteria and it was found that the results of self-evaluation of 3 years is quite good and the percentage of the WCC which marked higher than 40 points out of 60 full points in 3 years are: 1st Year: 107 WCC (34.9%), 2nd Year: 251 WCC (82.0%) and 3rd Year: 260 WCC (84.9%)

Therefore, based on the finding of interview with members of the WCC and POWER and the result of self evaluation, it could be concluded that more than 50% members of WCC understand the concept of participatory watershed management and local governance in the project areas.

Table 11: DSCO transferred necessary knowledge, skills and technology to WCC,POWER

Level of knowledge, skills and technology transferred to community groups	Project area		Replication area	
	No. of HHs	%	No. of HHs	%
Most of the necessary knowledge and skilled transferred	61	10.2	14	4.7
Some knowledge and limited skills transferred	483	80.8	245	81.9
Necessary knowledge and skilled transferred	39	6.5	34	11.4
Necessary knowledge and skilled transferred	15	2.5	6	2.0
Total	598	100	299	100

As to whether the DSCO transferred necessary knowledge, skills and technology to undertake the PWM projects, the survey reveals that about 10.2 percent respondents in the project areas believes that most of the necessary knowledge and skills required to implement participatory watershed management activities has been transferred to WCC followed by 80.8 per cent considered that some knowledge and limited skills have been transferred to the WCC/POWER to implement the Sub-projects in their communities; and 6.5 percent respondents told that all necessary knowledge and skills have been transferred and 2.5 per cent respondents said that necessary knowledge and skills have not been transferred to the WCC/POWER for implementing the PWMLGP sub-projects in their communities. The

response of the respondents in the replication areas was not different from the project areas. The evaluation study indicates that the capacity development aspect of the community is very weak and most of the WCCs/POWERs have been implementing the sub-projects using their local wisdoms and traditional methods.

Indicator 2.2: 75% of WCCs have improved their institutional capacity
The Table 12 shows that 413 (69.1%) HHs out of 598 in the project area said that the community groups (WCC, POWER etc.) are moderately capable to implement the project followed 170 (28.4%) capable to implement found in the project area respectively. While discussing the same question in the replication area 221 (73.9%) respondents said that they have moderate level of capacity to implement the project and followed 71 (23.7%) said they are capable to implement the community level watershed management projects respectively.

Table 12: Capacity of local institutions to implement PWM activities in communities

The Level of capacity enhancement to implement the sub-project by local institutions	Project area		Replication area			
	No. of HHs	%	No. of HHs	%	Total HHs	%
Highly capable	6	1.0	7	2.3	13	1.4
Capable	170	28.4	71	23.7	241	26.9
Moderately capable	420	70.2	221	73.9	641	71.5
Not capable	2	0.3	0		2	0.2
Total	598	100	299	100	897	100

In addition, the contribution of the project to improve institutional capacity of WCC and POWER to implement PWMLGP in the community was asked to the respondents of programs and replication areas. The following figure shows, out of the total respondents of project areas, 70.6% respondents of project area and 63.4% respondents of replication areas said their institution capacity was improved moderately respectively, and 5% respondents of project area said that the project highly contributed to improve institutional capacity of WCC and POWER whereas 1% of replication areas revealed the same. (Fig. 9)

Figure 9: Project contributed to improve the institutional capacity of WCC/POWER
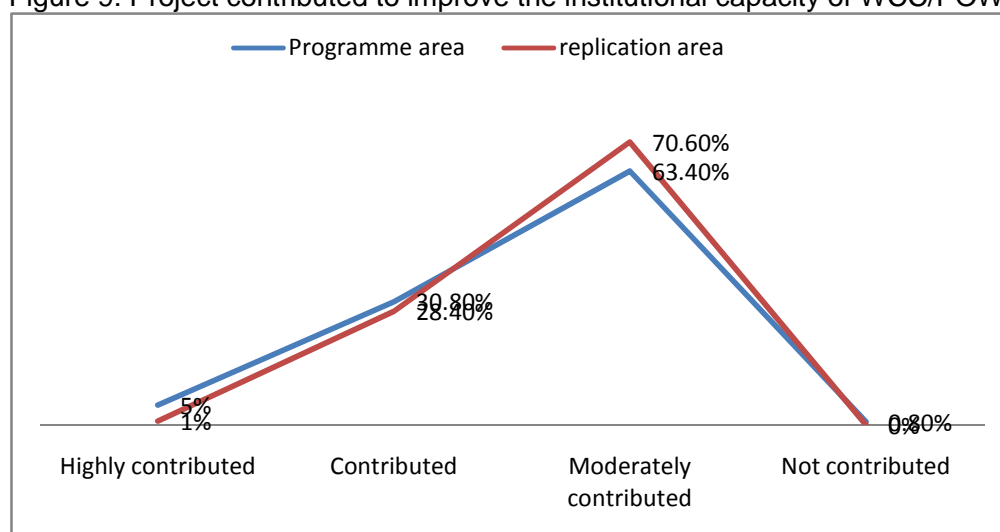
Furthermore, from the FGDs with WCC and POWER members, it was found that in the absence of local bodies, the WCC in coordination with Ward Citizen Forum (WCF).has been working on Ward level planning and monitoring. VDC also recognized WCC's functions in watershed management.   The Ward Citizens Forum has become the first step of decentralized demand based 'bottom-up approach' at the community level for bringing in resources to implement development activities in their villages [4] .Whereas Citizen Awareness Centre (CAC) stimulate women, Dalits and marginalized communities' issues and forward to VDC planning through WCF. The WCC and WCF members also participate in CAC and get opportunities to discuss and shared community/Ward level problems and their remedial measures. POWER groups are also recognized as official group and the members are invited to the meetings of other institutions to express their opinions and share their ideas. As a result, the group members are enabled to access resources and participate in planning and decision making.

> *"We participate in the monthly meeting, training, sharing knowledge and experience. We also actively participate in the project implementation project, saving and credit management. We have active participation when making new plans and projects in our VDCs etc. Due to all the participation and trainings, it has helped us to build our capacity in decision making as well".*
>
> *POWER, Kaski*

Based on the above finding, the evaluation team confirms that WCC has improved their institutional capacity and ensured that the indicator 2.2 is achieved.

Indicator 2.3: At least 1,500 sub-projects during the 3 years (including both project supports and VDC/DDC Collaboration)

The following figure 10 shows, total 2,020 sub-projects have been completed within the five years of the project period. Out of the total 980 sup-projects were implemented through WCC and 1,040 sub-projects especially related to IGA were implemented through POWER.

WCC and POWER both implemented prioritized activities such as water source protection, irrigation scheme, foot trail improvement and landslide control, etc. have been implemented by WCC and POWER groups implemented income generating activities (IGAs); goat raising, ginger and potato farming which are popular activities among women. The SPs were implemented through WCC only in the first year of the project. Year wise sub-projects implemented by WCC and POWER are in the Annex-14. Figure 10: Sub-projects implemented by WCC and POWER in each of the project

---
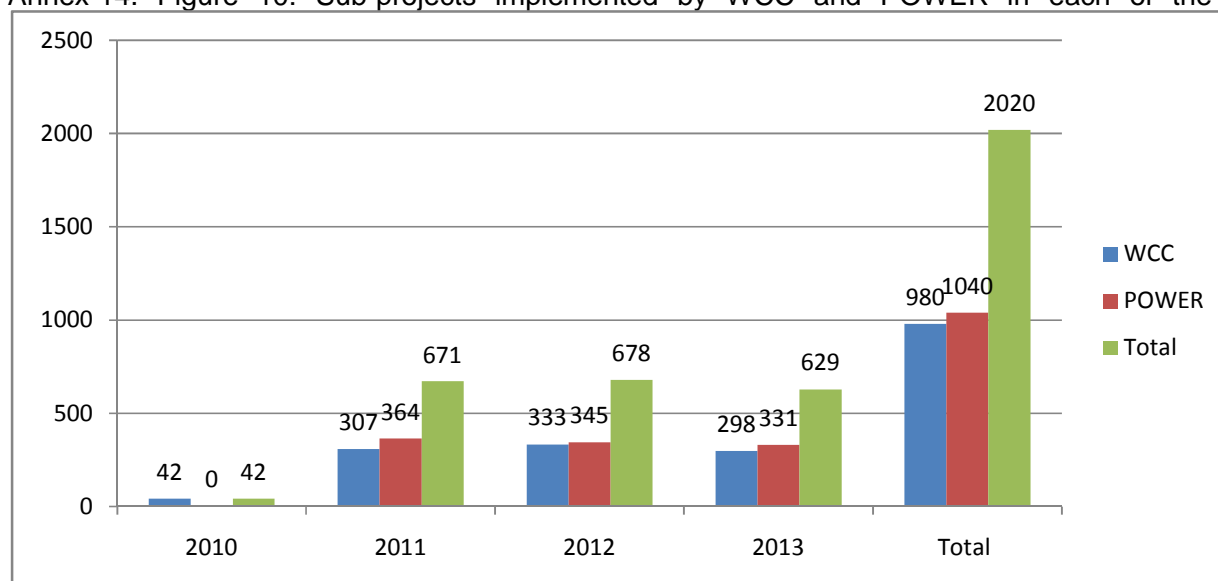
[4] WWW.np.undp.org/ward

Output 3: Inclusion of local governance in participatory watershed management is improved

Description of three indicators of this output is as follows:

Indicator 3.1: 75% of training participants understands the role of local governance in participatory watershed management.

The project organized community-level trainings on the role of local governance in participatory watershed management for project staff and members of the WCC and POWER. In the survey, HH respondents were asked about the contribution of the training to improve the local governance system in participatory watershed management.

Table 13 below shows that 374 (62.5%) out of 598 HHs in the project area said the training moderately improved local governance's role in participatory watershed management, followed by 190 (31.8%) of respondents who said that the training contributed to improving local governance's role. The responses in the replication area were found to be similar.

Table 13: Project contribution to improve the local governance system

Level of improved local governance system	Project area		Replication area		Total HHs	%
	No. HHs	%	No. HHs	%		
Highly improved the local governance system	28	4.7	13	4.3	41	4.6
Improved the local governance system	190	31.8	73	24.4	263	29.3
Moderately improved the local governance system	374	62.5	211	70.6	585	65.2
Not Improved the local governance system	6	1.0	2	0.7	8	0.9
Total	598	100	299	100	897	100

In addition, the concept of transparency, accountability, participation and democratic practices in decision-making processes have been promoted through the development and the application of guidelines and tools to strengthen the local governance and local institutions such as WCC and POWER in the project area. The guidelines and tools developed and in operation are briefly described in Table 14 below:

Table 14: The Guidelines and tools developed and in operation to strengthen local governance and local level institution in the project area

Visionary guidelines and tools to enhance local governance	Functions for governance promotion at local level
CRMP (Long and mid –term plan)	Ward level CRMP developed as long /midterm visionary plan with clear vision and community consensus. It is a comprehensive and integrated plan for community resources management with respect to government lowest administrative unit i.e. Ward level.
APP	AAP developed to materialize the CRMP goal and objective with utilization of resource optimally. The APP is also developed through community consensus for addressing the problems with priority is not only soil and watershed management issues, but also cover a wide

	range of community issues including agriculture, livestock and institutional and CBO management in broader perspectives
Operational Guideline	Operational Guideline is a process oriented document for executing the project activities with the clear description to be understood by stakeholder and users such as DSCO and DSCWM officials, and is a key document while implementing the PWMLGP and SABIHAA model related activities in a project and replication districts supported by GoN initiation.
WCC Self-Evaluation	WCC Self-Evaluation is a tool developed for self-assessment for periodic basis and presented the results in "Spider-Web diagram" and it gave ownership and Accountability toward wider public and active involvement of local people in their development initiatives and institutional building.
Public Auditing	Public Auditing is contributing to ensure the transparency of community resources allocation and expenditures and developed the trust towards the executives/stakeholder and community people.
Activity profile	It is an official record keeping practices. Activity profile is a good practice to keep records of the service providers and it has become an official format in DSCWM.

Therefore, the evaluation team judged that both training participants and members of the WCC and POWER have improved their understanding on general knowledge of local governance

Indicator 3.2: 80% of WCC organize public auditing
Public auditing is one of the major indicators of good governance. The project supported to all WCCs to conduct a public audit in the community and expected that at least 80% WCC organize public audit, however household level beneficiaries interview shows that very close to half (50.2%) members of the WCC and power groups of project areas know about the public audit of the completed sub-projects. Similarly, 33.1% of replication areas people know the public audit organized of the completed sub-project in the community. (Fig. 11)

Figure 11: Know the Public Audit of completed sub-project/schemes
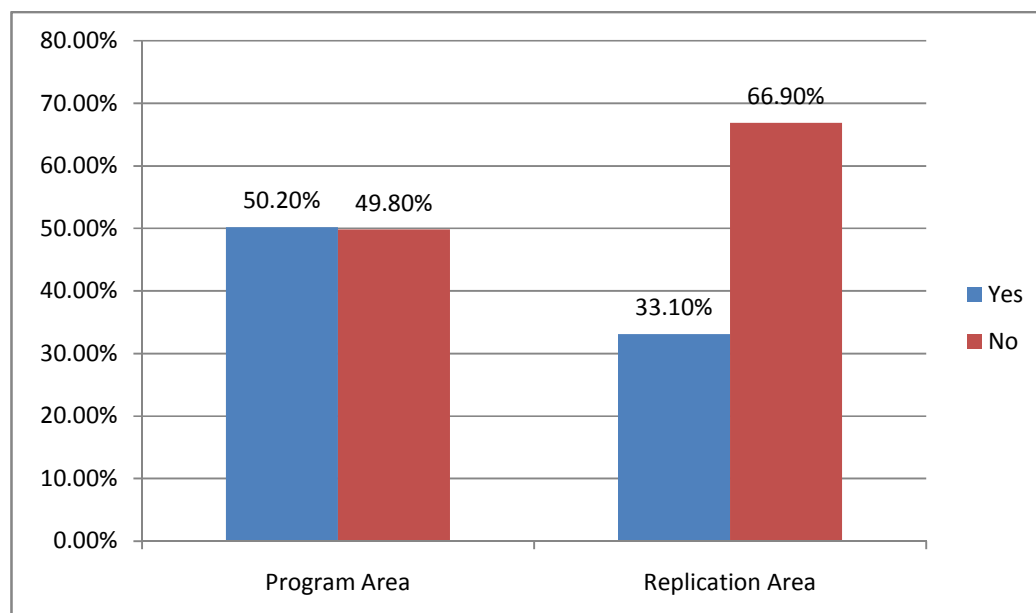
Further the members of the WCC and POWER were asked about the public audit of the completed sub-project in their group. Exactly the half (50%) said they conducted public audit of the completed sub-project in project areas, whereas 35.5% of respondents of replication areas said they conducted public audit of completed sub-projects in their community. (Fig. 12)

Figure 12: Public audit done of completed sub-projects
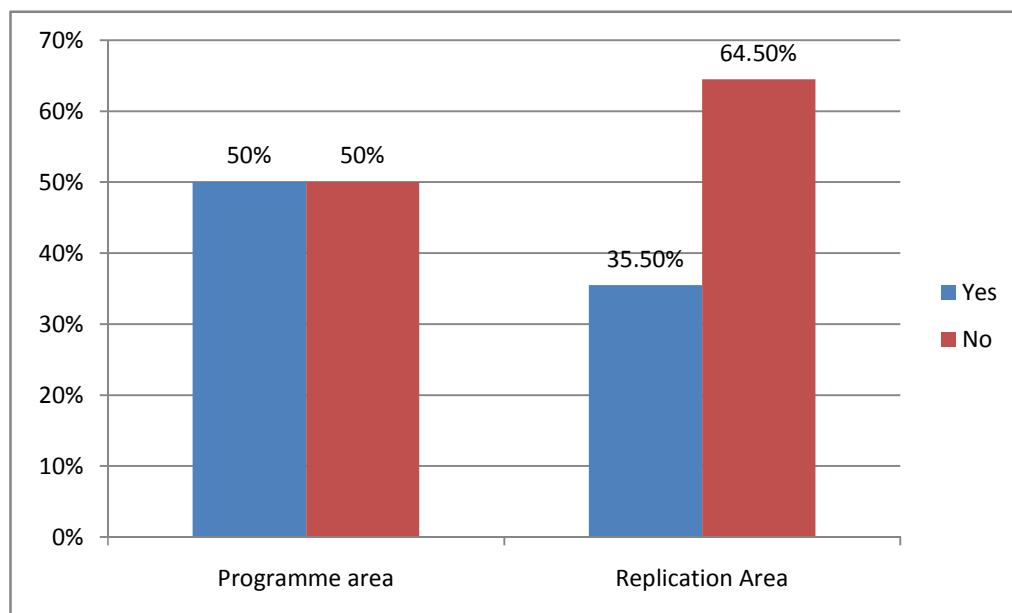
It was found that FGD participants of all districts clearly shared that they all conducted public audit of completed sup-projects in their community. Therefore, the evaluation team members confirmed that a public audit of more than 50% completed sub-projects are conducted in the communities against the indicator 80% of WCC organize public audit.

Indicator 3.3: At least once a year District Working Committee Workshop is held

Key informant interviews with DSCO, LDO, DADO and DFO of six project districts were conducted. The project implementation process was asked and all of them clearly shared that district working committee/work shop is one of the key activities in implementing projects in the district. It was found that all of them participated in the district working committee/workshop once in a year in the 1st and 2nd year of the project and twice in a year from the 3rd year of the project that promoted coordination and collaboration in the district.

Output 4: Internalization of SABIHAA model is promoted.

Indicator 4.1: Revised OG is officially approved by DSCWM
The project has revised Operational Guideline (OG) by getting feedback from eight (8) DSCOs and it handed over to DSCWM. The final OG was approved by DSCWM/MoFSC.

Indicator 4.2: Joint memorandum of understanding on the institutionalization of the SABIHAA model for better watershed management and local governance is exchanged.
A Joint memorandum of understanding on the institutionalization of the SABIHAA model was exchanged in 4th year of the project.

Indicator 4·3: 75% of total DSCO Chiefs understand the concept of SABIHAA model
The Basic concept of SABIHAA model was repeatedly provided to DSCOs on various occasions during the 4th and 5th year of the Project. A DVD which contains project promotion video, OG, resource books, midterm report, etc. is provided to all DSCOs in the regional meeting in February 2014.

SABIHAA orientation was also held in April 2014 and provided training to the remaining 30 DSCOs who have not worked on the SABIHAA related project before or have not received any orientation training on improving SABIHAA model/PWMLGP.

Therefore, the evaluation team believes that majority of DSCO chiefs understood the basic concept of PWMLGP.

3.2.3 Efficiency

The efficiency of the project is evaluated in terms of the inputs delivery from the Japanese and Nepalese sides for achieving the project outputs found highly efficient, except the frequency changed and transferred of implementing agency office head (DSCO) and counterpart responsible (LDO) of the project districts.   The evaluation team evaluated that the inputs of the project were found appropriate in terms of their quantity, quality and time as follows project document. All inputs allocated have been fully utilized for project implementation. The Project is efficient in terms of input supply leading to achieving good results.

3.2.3.1 Achievement of the Outputs

As stated above in 3.2.2, Output 1, 2, 3 and 4 has been achieved. The capacity of DSCOs and community people (WCC, POWER/Women Groups and user groups) on participatory watershed management has been improved (Output l & 2), and the role of local governance in participatory watershed management has been promoted (Output 3). As Output 4 (promotion and internalization of SABIHAA model), the operational guideline is handed over to DSCWM, and SABIHAA orientation workshop is the evidence of up scaling the project learning by GoN (Output 4) observed evidence of the efficiency of the project.

3.2.3.2 Inputs (Technical, financial and material) available to implement planned activities

In this context the inputs (technical, financial and materials) available from Japanese and Nepalese sides discussed and assessed. Seven Japanese experts have been provided to deliver the appropriate technical supports as per the given assignments in their respective area. Equipment and local cost have been provided as planned. Training and capacity building activities were supported as follows the plan with maximum efforts which ensure the quality of services received by the recipients from the Japanese expatriate.   The development partner (JICA) provided a total of NPR 382,585,000.00 (59.03%) financial support to GoN for the PWMLGP project implementation. The materials and equipments are also managed from the project costs for effective implementation of the project activities smoothly.

Similarly, 61 no. of project staff are deputized from DSCWM/MoFSC for the project from central to community level. All DSCOs in the project districts genuinely understands the improved model in PWMLGP, a vital power to the management of the Project. DSCWM has assigned trained and committed officers in DSCO in all project districts. The Project Coordinator, manager, DSCO-technical officers, and motivators in each project VDC are provided by DSCMW. The GoN has contributed NRS 265,569,000.00 (40.97%) of project cost, which shows a significant level of financial contribution from the GoN. DSCO/DSCWM staffs who were well familiar with the improved SABIHAA model and/or had working experiences with JICA expertise/volunteers and also utilized past lessons as knowledge products of past training documents, such accumulated knowledge products largely contributed to the achievement of project outputs.

Furthermore, the information about the availability of inputs (Technical, financial and materials) were asked to community people during the field survey, 327 (54.7%) respondents said that some of the inputs were not available to implement the project as planned, followed 204 (34.1%) said that most of the inputs were available to implement the planned activities and the response of replication area was also found similar responses respectively (Table 15).

Table 15: Technical, financial and materials) available to implement planned activities

| Level of availability necessary inputs | Project area | | Replication area | | | |
	No. of HHs	%	No. of HHs	%	Total HHs	%
All necessary inputs were available	66	11.0	16	5.4	82	9.1
Most of the inputs were available	204	34.1	101	33.8	305	34.0
Some necessary inputs not available	327	54.7	181	60.5	508	56.6
Most of the necessary inputs not available	1	0.2	1	0.3	2	0.2
Total	598	100	299	100	897	100

"We received NRs. 16,000 each year from the PWMLGP. We have total eighty thousands in our group fund. This fund supports us to start small income generating activities". POWER, Sindhupalchowk

3.2.3.3 Cost-effectiveness and measures taken to minimize costs and maximize output

The evaluation consultant team also discussed with government officials and community people and assessed the information from household level about the cost of project allocation and their uses for achieving the goal and objectives of the project. The respondents of HHs survey are given in Table 16 below.

While discussing about the design of sub-project activities appropriate and cost- effective for local condition, 335 (56%) HHs said that sub-project activities were designed appropriately and cost effective followed 241 (40.3%) respondents out of 598 HHs reported highly effective. Whereas in the project replication area 199 (66.5%) respondents said moderately cost-effective and 89 (29.8%) told cost effective.

Table 16: Design of sub-project appropriate and cost –effective for local condition

| Level of effectiveness | Project area | | Replication area | | | |
	No. of HHs	%	No. HHs	%	Total No. of HHs	%
Highly cost-effective	22	3.7	11	3.7	33	3.7
Cost-effective	241	40.3	89	29.8	330	36.8
Moderately cost-effective	335	56.0	199	66.6	534	59.5
Total	598	100.0	299	100.0	897	100.0

While discussing with government officials and the community people about the suitable measures like community participation, VDCs and NGOs contributionto minimize the cost and maximize the outputs. They said that they have been paid maximum efforts to make the cost –effectiveness of the project activities. Project supported fund of NRs 80,000 each year to the WCC. WCCs used 80% of this fund in implementing SPs and POWER received 20% (NRs 16,000) to implement IG activities. Out of 598 respondents in the project area, 311 (52%) said that the project had taken some of the suitable measures to minimize the costs and maximize the outputs followed 216 (36.1%) respondents most of the measures were taken by the project to minimize the cost. In the same question in the replicated

area 182 (60.9%) were said, some of the suitable measures taken followed 88 (29.4%) HHs said most of the suitable measures were taken to minimize the cost (Table 17).

Table 17: Project has taken suitable measures to minimize the costs and maximize output

Level of suitable measures taken to minimize cost and maximize output	Project area		Replication area		Total HHs	%
	No. HHs	%	No. of HHs	%		
All suitable measures taken	69	11.5	27	9.0	96	10.7
Most of the suitable measures taken	216	36.1	88	29.4	304	33.9
Some of the suitable measures taken	311	52.0	182	60.9	493	55.0
No suitable measures taken	2	0.3	2	0.7	4	0.4
Total	598	100	299	100	897	100

The PWMLGP was cost effective and had taken different measures to minimize costs and maximize output. The capacity building of local community which developed the local resource persons (LRPs) and DSCO staff to implement the CBRMP, mobilization of local resources in coordination with local level stakeholders and managing group funds by POWER and group members' livelihood and positive impact on their economic growth as well as governance practices are some of the examples why project found highly efficient. The evidences were also reflected by the field survey data. Where 311 (52%) out of 598 respondents said that the project had taken some of the suitable measures like community participation, VDCs and NGO contribution to minimize the costs and maximize the outputs followed by 216 (36.1%) who said most of the measures were taken by the project to minimize the cost and maximize the outputs respectively.

3.2.4 Impacts

The project impact is evaluated in terms of achieving a) overall goal b) institutions at the community level and enhanced local governance c) Utilization of local resources for improving livelihood status of community people and contribute to environmental protection and soil conservation d) Develop and adapted appropriate technology, tested and replicated within and outside project area e) local environment and f) Overall income level and livelihood improvement as follows:

3.2.4.1 Achievement of Overall Goal

Discussion with individual/group, questionnaires and project progress data show that visible impacts are realized by all the concerned stakeholders in the project areas. The project overall goal is "Improved participatory watershed management in better collaboration with DSCO and local bodies (DDC, VDC) is applied in other districts by the initiative of MoFSC and MoFALD." The evidence shows that the indicators are achieved and DSCWM has been promoted through the learning of this project with the expansion or replication of project in other VDCs in project districts as well as in other districts of Nepal. The documents and the practices show that MoFSC has taken the ownership and expanded the project through DSCWM and DSCOs in three districts, they have simultaneously started to implement the PWMLGP replication in other districts outside the project area since July 2013. DSCWM has disbursed the budget from its own budgetary system and human resources for implementing PWMLGP in other districts of Nepal namely Arghakhachi, Gulmi and Palpa districts.

The replication activity is being implemented following the similar process of the project districts in the replication districts and VDCs, where having WCC as planning and implementing body. The other aspects of project impact which the evaluation team observed in the field and the activity of DSCOs and stakeholder discussion are briefly discussed below.

3.2.4.2 Utilizations of local resources for improving livelihood status of community people and contribute to environmental protection and soil conservation

The participatory watershed management directly empowers the community to plan, execute and manage their natural resources such as forests, water sources, soils for their long term benefits. The local people said during the field survey that drinking water shortage problem was solved. Community people enabled to use water for their daily life by implementation of water source protection, run off water harvesting, gully control and terrace improvement.. All these efforts are made to community people capable to protect and conserve their environment and improve their life condition through natural resources management. At the same time community people utilized local resources such as human, knowledge, material and financial resources for improving their livelihoods. In this context the community people asked them how they used and mobilized such resources for their livelihood promotion and their responses are illustrated in Table 18.

Table 18: Utilization of local resources for livelihood improvement

Level of local resources used	Project area		Replication area		Total HHs	%
	No. of HHs	%	No. of HHs	%		
Mostly used	16	2.7	8	2.7	24	2.7
Used	163	27.3	54	18.1	217	24.2
Moderately used	413	69.1	236	78.9	649	72.4
Not used	6	1.0	1	0.3	7	0.8
Total	598	100	299	100	897	100

The Table 19 depicts that 413 (69.1%) HHs said moderately used followed 163 (27.3%) used and 16 (2.7%) mostly used the local resources for their livelihood promotional activities in the project area. Whereas the response of the communities of the project replication area were found that 236 (78.9%) moderately used followed 54 (18.1%) used those local resources for their livelihood improvement activities. The project area people were found more utilized the local resources for their livelihood promotion as compared with replication area people.

3.2.4.3 Developed and adapted appropriate technology, tested and replicated within and outside project area

The project has supported to improvement of foot trail and /or road slope stabilization, gully control, Off-season vegetable farming using Plastic Tunnel and contributed to improve the livelihoods of the poor and marginalized community groups in the project areas. Such activities will not only improve the access to school education for children, but also increase the accessibility of the agricultural market, safe drinking water sources.

Table 19: Developed and adopted appropriate technology and replicate within and outside project area

Level of developed/adapted appropriated technologies	Project area		Replication area		Total	%
	No. HHs	%	No. of HHs	%		
Most of them	37	6.2	12	4.0	49	5.5
Some of them	192	32.1	73	24.4	265	29.5
Few of them	354	59.2	196	65.6	550	61.3
None of them	15	2.5	18	6.0	33	3.7
Total	598	100	299	100	897	100

The data in Table-19 shows the distribution of respondents based on their perception about the types of development and replication of appropriate technologies for watershed management in the communities. The survey shows that on the whole, about 61.3 per cent respondents interviewed reported that few suitable technologies like slope stabilization through terrace improvement provided opportunities to grow crops and reduced run –off and reduced the landslides, trail improvement in community increased their access to market for their vegetable products are the example of development/adoption of appropriate technology impact of the community followed by 29.5 per cent respondents considered that some of the technologies developed/adopted in their community are appropriate for them and 5.5 per cent respondents reported that most of the technologies developed/adopted in the communities by the project are appropriate and suitable to their conditions

The evaluation study reveals that very few appropriate technologies has been developed and replicated by the project for participatory watershed conservation, water source protection and cultivation of improved agricultural practices in the project area and replication districts.

3.2.4.4 Impact on local environment

The survey reveals that a number of gullies formed and number of landslides occurred has been decreased and the number of water sources conserved and number of water harvesting tanks/ponds constructed over the year after implementation of the PWMLGP in the community has been increased significantly. However, the frequency of landslide occurrences, river banks protected/rehabilitated and conservation areas planted during the project period was not improved significantly in the community. The survey data further show that the overall environmental condition of the project areas with respect to selected indicators was not significantly different from the control areas. This implies that the overall awareness level of the local communities has increased and contributing to conserve the environment irrespective of the project activities in the communities. (Table 20)

Table 20: Distribution of Respondents based on perceived environmental status in the Community

Key Environmental Parameters Observed	Project area				Replication area				Control area			
	Before	After	T	p	Before	After	t	p	Before	After	t	p
Number of landslides occurred	1.59	1.21	-6.01	<0.001	1.41	0.93	-3.56	<0.001	1.81	1.31	-4.51	<0.001
Frequency of landslide occurrence	0.8	0.8	-0.25	0.806	0.7	0.7	0.15	0.879	1.0	0.9	-0.59	0.559
Number of gullies formed in the community	2.6	2.3	-3.76	<0.001	0.8	1.0	0.77	0.441	1.6	1.5	-1.22	0.222
Conservation plantation area	2.9	4.2	2.99	0.003	2.7	2.6	-0.59	0.558	3.6	2.6	-1.67	0.096
River banks protected /rehabilitated	0.5	1.1	3.46	0.001	1.9	2.1	1.14	0.253	1.6	1.6	0.09	0.930
Number of water sources conserved	0.4	0.8	9.37	<0.001	0.5	0.7	3.59	<0.001	0.7	1.0	4.44	<0.001
A number of conservation ponds constructed	0.0	0.2	4.92	<0.001	0.1	0.3	5.22	<0.001	0.1	0.2	4.04	<0.001

"We have changed the traditional farming system into modern farming system. The Group formation has increased the women's participation and we became aware, now we can tell our problem when necessary. We participated in planting saplings and also making a dam to decrease landslides". POWER Tanahun

3.2.4.5 Overall income level and livelihood improvement, create income and employment opportunities for community people

The project has implemented small scale irrigation, fresh vegetable gardening, ginger cultivation and goat rising activities using the POWER groups. Such activities are labor intensive, but have increased income and employment opportunities in communities and improved food security while providing cash income. Such activities have enabled community people to get new/additional products and/or higher yield of crops/vegetables, and to earn some cash income from animal husbandry, crop production and resulting in solving food shortage and more sales/income. While discussing during the field survey with community people, 393 (65.7%) HHs said their overall income was moderately improved followed one third of respondents 187 (31.3%) told their income level is improved by the project intervention in the project area. While discussing the same question with replication area people 222 (74.2%) said moderately improved their overall economic condition followed 70 (23.4%) HHs response was improved their overall income level of the project respectively (Table 21).

Table 21: Improvement of overall income level of the community

The level of overall income improved	Project area		Replication area		Total HHs	%
	No. of HHs	%	No. of HHs	%		
Significantly improved	12	2.0	6	2.0	18	2.0
Improved	187	31.3	70	23.4	257	28.7
Moderately improved	393	65.7	222	74.2	615	68.6
Not improved	6	1.0	1	0.3	7	0.8
Total	598	100	299	100	897	100

The overall income of the project beneficiaries was found slightly higher in the project area as compared with project replication area community HHs. It is due to intensive project intervention in the project area as compared with replication area. Some of the examples are SPs provided a good opportunity of unskilled labor such as terrace improving, gully protection and retain wall construction, trail improvement and irrigation channel rehabilitation works created the income and employment opportunities at the top of agricultural improvement project to the project beneficiaries.

The survey reveals that average annual incomes and expenditures of all categories of respondents have been increased significantly over the project period. The survey data show that the annual expenditure patterns of the surveyed households in the project area, replication area and Control areas are very much similar. But the income growth, particularly from agriculture was comparatively higher in project area compared to replication area and control areas. It implies that the project has positively contributed to the overall income earnings and livelihood improvement of the target community groups of the project. The annual average incomes and expenditures of the respondents' family are presented in Table-22.

Table 22: Annual Incomes and Expenditures of Respondents' Households (NRs in '000)

SN	Characteristics	Project area				Replication area				Control area			
		Before	After	t	P	Before	After	t	p	Before	After	t	p
1	Annual expenditure	114	163	9.40	<0.01	103	152	4.98	<0.01	112	158	7.23	<0.01
2	Annual income	168	239	8.69	<0.01	209	293	4.77	<0.01	178	280	7.80	<0.01
3	Annual Agricultural income	64	100	9.56	<0.01	30	45	2.79	<0.01	42	73	6.49	<0.01

Source: DRC Household Survey, 2014

The evaluation team also assessed the livelihood status of the project beneficiaries and replication area. The results are shown in Table 23. The livelihood status of the project beneficiaries was moderately improved 420 (70.2%) followed improved 156 (26.1%) and significantly improvement were observed 15 (2%) in the project beneficiaries HHs especially on poor, Dalits and women (POWER group members). As compared with project beneficiaries the replication area people 224 (74.9%) and 70 (23.4%) were found moderately improved and improved their livelihood status from the project.

Table 23: Overall livelihood status of the project beneficiaries (POWER) members

Level of overall livelihood promotion	Project area		Replication area		Total HHs	%
	No. of HHs	%	No. of HHs	%		
Significantly improved	15	2.5	7	2.3	22	2.5
Improved	156	26.1	67	22.4	223	24.9
Moderately improved	420	70.2	224	74.9	644	71.8
Not improved	7	1.2	1	0.3	8	0.9
Total	598	100	299	100	897	100

"We have oxen, hens, and buffalo, etc. DSCO/ PWLMGP have helped us for goat breeding and buffaloes livestock project, poultry holding, etc. one member is involved in the modern poultry holding project and others are involved in herding (goat, buffalo local hen) livestock. 15% people are involved in the livestock project in our community. The PWMLGP helped us in increasing our income and livelihood condition". POWER, Myagdi,

3.2.5 Sustainability

The sustainability of the project is evaluated in terms of as a) System and policy support b) Institutional building and project sustainability, c) Project continuity after project phase over d) Documentation of learning as knowledge products, which is briefly discussed below:

3.2.5.1 System and policy support

The DSCWM has been fulfilled, its commitment to replicate the learning of this project as the products of implementing the SABIHAA model and its replication in other districts. The DSCWM records show that the PWMLGP is being implemented in 11 districts of Nepal and expected to make expansion of this model in other districts too. While discussing with district and central level authorities DSCWM/MoFSC recognized the improved SABIHAA model could be a National model for successful watershed management approach and DSCWM is internalized and initiated to replicate this model since last couple of years.

While discussed with community people through HHs survey do you think the existing policies/project and plan are supported to provide necessary financial and technical supports for sustaining the project outcomes in the communities. In this regards 359 (60%) respondents said moderate level support followed 204 (34.1%) said supportive and only 24 (4%) respondents of project area people said highly supportive respectively. The HHs of the replicated area were found similar response where 200 (66.9%) said moderately supportive followed supportive 93 (31.1%) HHs said supportive with budget and technical resources, respectively (Table 24).

Table 24: Policies/Project and plan supportive to continue the outcome of the project

Level of support	Project area		Replication area		Total HHs	%
	No. HHs	%	No. of HHs	%		
Highly supportive	24	4.0	1	0.3	25	2.8
Supportive	204	34.1	93	31.1	297	33.1
Moderately supportive	359	60.0	200	66.9	559	62.3
Not supportive	11	1.8	5	1.7	16	1.8
Total	598	100	299	100	897	100

The evaluation team believes that DSCWM/MoFSC has recognized PWMLGP as a successful model in watershed management and necessary resources have been allocated for replicating the PWMLGP to other districts in a phase manner in the future.

3.2.5.2 Institutional building and project sustainability

The MoFSC/DSCWM has developed the policy strategy and financial support mechanism to support the PWMLGP which is the first contribution to the sustenance of project outcomes. On the other hand, the sustainability of the SPs and POWER group activities depend on the willingness and continuous motivation of the community people and POWER group members. POWER group members have been capacitated in saving/credit and cooperative activities and they also realized the importance of collective approach for their own benefits. The project believes that the ownership and confidence of the community people achieved during the project period has prepared an enabling environment to continue the project efforts in collaboration with other actors such as VDCs, CFUGs and other CBOs who are working in same VDC. In this context 378 (60%) HHs respondents said that the institutional capacity of WCC/POWER and user groups have developed an adequate capacity for continuing the successful interventions. About 193 (32.3%) respondents said the local institutions are capable to continue the project outcomes in the project area. Whereas,74.5% respondents of the project replication area said that they are moderately capable and 70 (23.4%) said they are capable to continuity the project outcomes in the community (Table 25).

Table 25: Institutional capacity of WCC/POWER groups to give continuity of project outcomes

The level of the capacity of local institutions to continue the project outcomes	Project area		Replication area		Total HHs	%
	No. of HHs	%	No. of HHs	%		
Highly capable for continuing project outcomes	22	3.7	1	0.3	23	2.6
Capable for continuing project outcomes	193	32.3	70	23.4	263	29.3
Moderately capable of continuing the project outcomes	378	63.2	223	74.6	601	67.0
Not capable for continuing project outcomes	5	0.8	5	1.7	10	1.1
Total	598	100	299	100	897	100

In addition, as per the regulation of Local Self Governance Act (LSGA 1999) and Working Procedures (2012), MoFSC/DSCWM has collaborated with MoFALD to implement the participatory watershed management project in coordination with DDCs, VDCs and GREEN sector ministries (MoAD) and their local level institutions (DADO and DLSO). The collaboration is supported to develop local ownership and makes the synergy effect in the participatory watershed management and improving livelihood of poor and marginalized community through an integrated approach in resource conservation. The collaborative efforts is not only share the financial resources at the same time mobilized DDC/VDC

social mobilisers to strengthen the POWER and Women as well as marginalized groups where DDC and VDCs have similar community mobilization and empowerment activities.

3.2.5.3 Project continuity after project phase over

In case of financial aspect, some POWERs have invested money as a loan to its members at lower interest rate. and have also been registered as a cooperatives. POWERs those still remaining in the project areas to be registered expected to monitor their activities after pull out the project supports. The WCC and POWER's link with VDCs for their budgetary support seems more potential to give the continuity of the project. While discussing with community people, their responses are 457 (76.4%) said moderate level of resources (financial and technical), 97 (16.2%) said they have adequate resources in the project area. Whereas in replication area 236 (78.9) HHs said moderate level of resources and 40 (13.4%) said that local institution have adequate resources to give the project intervention continuity after project resource pullout respectively (Table 26).

Table 26: Local institutions have adequate resources to give continuity of projects after phase over

Level of resources adequate	Project area		Replication area		Total HHs	%
	No. of HHs	%	No. of HHs	%		
Highly adequate	8	1.3	2	0.7	10	1.1
Adequate	97	16.2	40	13.4	137	15.3
Moderately adequate	457	76.4	236	78.9	693	77.3
Not adequate	36	6.0	21	7.0	57	6.4
Total	598	100.0	299	100.0	897	100.0

The data in Table-27 above shows that only one per cent respondents believe that the resources are highly adequate, followed by adequate (15.3%), moderately adequate (77.3%) and not adequate (6.4%) for the continuity of the project activities being implemented in the project and replication areas. The survey indicates that there was no significant variation in the perception of the respondents about the resource adequacy for continuing the project activities after the passing over of the PWMLGP supports.

The overall analysis show that the local institutions are at moderate levels of resources (Financial and human) and they need further support for continuing the projects or shall coordinate the VDCs to explore 15% VDCs agriculture and forestry sector budget to WCC and POWER to give the continuity of project outcomes as the spirit of LSGA 1999.

3.2.5.4 Documentation of learning as knowledge products

The project and DSCO/DSCWM have provided different capacity development programs such as trainings and workshops both within and outside the country to DSCWM/DCSO staffs. Review of project progress reports reveals that DSCO staffs have delivered a wide range of training on institutional, community empowerment, project planning, monitoring and public audits as well as livelihood related training to WCC and POWER groups. It is assumed that the project has transferred necessary knowledge and technical know-how for participatory planning, implementation and monitoring and evaluation of sub-projects for PWM and different income and livelihoods improvement programs through POWER. The capacity development activities of the project also focused on documenting the learning, resource books and manual developed as knowledge products and these can be taken as reference materials for up-scaling the PWMLGP/improved SABIHAA model in other parts of the country.

Section IV: Evaluation Results

This section summarizes the evaluation results based on the fact finding and data analysis presented in the section III.

4.1 Relevancy

On the whole, the PWMLGP has been considered 'highly relevant' in terms of addressing community needs and GoN policies/project and supporting organization policies (GOJ and JICA).

The project has found consistent with the GoN national policy and strategy which followed and contributed the GoN national framework of the Ministry of Forest and Soil Conservation (MoFSC) under Department of Soil and Watershed Management (DSCWM) log frame prepared for 2007 to 2025.

PWMLGP is given high priority for community participation in needs assessment, project prioritization, project implementing through user groups, and ensure the quality through joint monitoring approaches where GoN LSGA 1999 and Local Bodies Resources Mobilization and Management Working procedures (2012).

It was also found that the PWMLGP is relevant to address the real needs of the target communities and the beneficiaries. All of the target communities covered by the project area are very remote and isolated from the development process of GoN. PWMLGP target groups are poor, disadvantaged, marginalized people and women in rural areas. They do not have their access to public goods and services. Therefore, its target groups are mainly vulnerable groups and project addressed their needs and interest to increase their claim.

4.2 Effectiveness

On the whole, the PWMLGP has been considered 'highly effective'.

The purpose of the project has been achieved successfully since project's major outputs have been achieved.Total 2,020 sub-projects (WCC implemented 980 and POWER implemented 1.040) were completed and out of the total SPs, 526 SPs were implemented in collaboration which is 26% of the total SPs where as the plan was 5% only and the project activities were monitored jointly.

It was found that the capacity of the DSCO on participatory watershed management was improved in the project districts. The PWMLGP transferred the technical knowledge to the GoN's staff, working at DSCO and central level, had participated in the national and international level training and workshop.

It was worth appreciating that the government personnel participated in the training and workshop, understood the improved participatory watershed management. The project conducted pre and post test of the trainings and the test result shows that the average score of test conducted for six (6) training was increased from 45.7% to 76.0%.

It was also found that all 306 WCCs practiced improved watershed management in the project districts. From the field survey data, it was found that out of total interviewed, 319 (53.3%) HHs of project area said that some of the activities were delayed in implementation as planned. The rest of the activities were implemented as planned (29.3%). Whereas in the project replication area two third i.e.178 (59.5%) respondents said the delayed in implementation as planned and the rests 87 (29.1%) said the activities were implemented as planned.

In the community level, the capacity of people on participatory watershed management and local governance is enhanced. From the finding of field survey data, 55% WCC and POWER members understood the concept of participatory watershed management, whereas, 44.5% of replication area and 47.2% of control areas people know about the concept of participatory watershed management.

The result of Spider Web tools adopted by the project for WCC's self evaluation in each year also showed that the effectiveness was higher than 40 points in each year.

Further, it was found that the WCCs improved their institutional capacity in implementing participatory watershed management. Field survey data showed that 413 (69.1%) HHs out of 598 in the project area said that the community groups (WCC, POWER etc.) are capable moderately to implement the project followed by 170 (28.4%) which was capable to implement found in the project area respectively. Whereas in the project replication area 221 (73.9) respondents said that they have moderate level of capacity to implement the project and 71 respondents (23.7%) said they are capable to implement the community level watershed management projects.

Total 2,020 sub-projects included PWMLGP and DDC/VDCs supported have been completed within the five years of the project period. Out of the total SPs, 980 sup-projects were implemented through WCC and 1,040 sub-projects especially related to IGA were implemented through POWER.

The inclusion of local governance in participatory watershed management was improved in the community. Out of interviewed 598 HHs, 62.5% said training participants moderately improved local governance system followed by 31.8 respondents shared improvement of the local governance system in the project area.

In addition, the concepts of transparency, accountability, participation and democratic practices in decision-making processes have been promoted through the development and the application of guidelines and tools.

Public auditing is one of the major indicators of good governance and the project supported to all WCCs to conduct a public audit. However the survey data showed that out of the total interviewed, 50% respondents said that they conducted public audit of the completed sub-project in project areas, whereas, 35.5% of respondents of replication areas said they conducted public audit of completed sub-projects in their community.

It was found that the district working committee/work shop were held once in a year in the 1st and 2nd year of the project and twice in a year from the 3rd year of the project that promoted coordination and collaboration in the district.

The project has revised Operational Guideline (OG) by getting feedback from eight (8) DSCOs and handed over it to DSCWM. The final OG has already approved by the MoFSC. A joint memorandum of understanding on the institutionalization of the PWMLGP model was exchanged in 4th year of the project.

4.3 Efficiency

On the whole, the PWMLGP has been considered 'highly efficient'.

It was found that the PWMLGP achieved all outputs of the project. The capacity of DSCOs and community people (WCC, POWER Groups and user groups) on participatory watershed management has been improved (Output I & 2), and the role of local governance in participatory watershed management has been promoted (Output 3). As Output 4 (promotion and internalization of SABIHAA model), the operational guideline was handed over to DSCWM, and PWMLGP model orientation workshop is the evidence of up scaling the project learning by GoN (Output 4) observed evidence of the efficiency of the project.

In this context the inputs (technical, financial and materials) available from the Japanese and Nepalese side were discussed and assessed. Seven Japanese experts have been provided to deliver the appropriate technical supports as being given assignments in their respective areas. Equipment and local cost have been provided as planned. The development partner (JICA) provided a total of NPR 382,585,000.00(59.03%) financial support to GoN for the PWMLGP implementation.

Similarly, 61 staffs were deputed from DSCWM/MoFSC for the project from central to community level. The project was also capacitated local community people as local resource persons (LRPs) implement the CBRMP. All DSCOs in the project districts understood the improved model of PWMLGP. GoN has contributed NRS 265,569,000.00 (40.97%) of project costs, which shows a significant level of financial contribution from GoN. Project supported fund of NRs 80,000 each year to the WCC. WCCs used 80% of this fund in implementing SPs and POWER received 20% (NRs 16,000) to implement IG activities.

The PWMLGP was cost effective and had taken different measures to minimize costs and maximize output. Where local authorities (DDCs/ VDCs) and line agencies resources and technical expertise were utilized for the benefits of project beneficiaries and efficiently used the available resources. The field survey data showed that out of 598 respondents in the project area, 311 (52%) said that the project had taken some of the suitable measures to minimize the costs and maximize the outputs followed by 216 (36.1%) respondents who said most of the measures were taken by the project to minimize the cost.

4.4 Impact

On the whole, the PWMLGP 'impacted' on the local environment and increased participation of community people in watershed management.

The project has achieved its goal "Improved participatory watershed management in better collaboration with DSCO and local bodies (DDC, VDC) is applied in other districts by the initiative of MoFSC and MoFALD." DSCWM replicated the PWMLGP in 11 districts i.e. three new districts and eight PWMLGP districts by expanding project activities in other VDCs. DSCO followed the same implementation process of PWMLGP in the replication areas, however, it was found that the sub-projects in the replication districts were implemented without collaboration with other organizations.

The PWMLGP improved overall income level and created income and employment opportunities in the community. The field survey data found that out of the total interviewed, 393 (65.7%) HHs reported that their overall income was moderately improved followed by one third of respondents 187 (31.3%) who told their income level is improved by the project intervention in the project area. Whereas, in the replication area 222 (74.2%) respondents reported moderate improvement in their economic condition followed by 70 (23.4%) respondents who said improved their income level from the project.

At the same time community people utilized human resources and other resources such as knowledge, material and financial resources for improving their livelihoods. The people of the project area were found to have utilized more of the local resources for their livelihood promotion as compared to the people of replication area. Out of the total interviewed, 69.1% said the local resources have been utilized moderately

The evaluation indicates that the project moderately impacted on the conservation of the local environment since the frequency of landslide occurrences, length of river banks protected/rehabilitated and areas planted for conservation during the project period was not improved significantly in the community.

The survey reveals that the average annual incomes and expenditures of all categories of respondents have been increased significantly over the project period. The survey data show that the annual expenditure patterns of the surveyed households in the project area, replication area and control areas are very much same, however, the income growth, particularly from agriculture was comparatively higher in project area compared to replication area and control areas.

4.5 Sustainability
Overall, the PWMLGP is considered 'sustainable'.

The sustainability of the project was measured using four evaluation criteria: a) System and policy support, b) Institutional building and project sustainability, c) Project continuity after project phase over, d) Documentation of learning as knowledge products.

Interactions with district and central level authorities, DSCWM/MoFSC reveals that the PWMLGP model has been recognized as a national model for implementation of participatory watershed management. It is reported that the DSCWM has internalized this model and initiated to replicate it since last three years.

The evaluation team came into conclusion that DSCWM/MoFSC has been recognized as a successful model in watershed management and they will disseminate the PWMLGP model and the continuity of related activities in wider scale in collaboration with DDC/VDCs as supporting the LSGA/MoFALD. While analyzing HHs survey question 'do you think the existing policies/project and plan are supported to provide necessary financial and technical supports for sustaining the project outcomes in the communities', 359 (60%) respondents said moderate level support followed supportive 204 (34.1%) and 24 (4%) respondents of project area people said highly supportive. The HHs of the replicated area were found similar response where 200 (66.9%) said moderately supportive followed supportive 93 (31.1%) HHs said supportive with budget and technical resources, respectively.

POWER group members have been capacitated in saving/credit and cooperative activities and they also realized the importance of collective approach for their own benefits. WCC and POWER are strengthened to give continuity of project outcomes as an institution building process. The project believes that the ownership and confidence of the community people achieved during the project period has prepared an enabling environment to continue the project efforts in collaboration with local authorities and other actors CFUGs and CBOs who are working in the project VDCs. The capitalize learning, documentation of experiences, developing training manual and resource books by the project as the knowledge products support to replicate the project knowledge in other parts of the districts.

4.6. Assessments of the Crosscutting Issues

The mainstreaming equity and inclusion of women and disadvantaged groups in PWMLGP is the major concern under crosscutting issues. The project has given emphasis on crosscutting issues with the mainstreaming of gender, equity and inclusion from project/sub-project planning, execution and benefit sharing. It has focused women's participation during the CBRMP planning process, sub-project development and especial emphasis has given through forming women and POWER groups and empowers them to participate in the decision making process. The project has organized the training on participatory planning and local governance, development and local governance are some of the events which directly address crosscutting issues and promote social accountability of WCC toward the project beneficiaries.

The Women and POWERs paid special attention to the well-being of women and individuals of disadvantaged groups. The benefits generated from the project reached and addressed the needs of women and disadvantaged people in the community. The increasing of the women's number and ethnic minorities in the WCC, POWER are some of the good examples of emphasizing the crosscutting issues of the project. The allocation of the annual budget (NRs 16,00/year) in women and POWER activities and economic well being empowered them not only on the income and employment at the same time they got the opportunity to put their voices in project support activities. Furthermore WCC and POWER members actively engauged in VDCs and other local governance institution such as community forestry user groups, community school management committee and Ward Citizen Forum (WCF).

The orientation of local governance for community has supported to promote inclusive participation, transparency, accountability, rule of law, and preparation of visionary plan, code of conduct and project operation guidelines, The public auditing, and joint monitoring and preparing the progress report with gender disaggregated data are some other example of gender mainstreaming as well as addressing the crosscutting issues from policy to impact group level. However, the documentation of field practices in crosscutting issues as knowledge products, and maintaining the workforce diversity in project staff and meaningful participation of women and disadvantaged groups in local level institutions rather than token participation are some of the further improvement areas.

4.7 Overall Conclusion (Integration of five evaluation results)

The project is evaluated on five different criteria and the overall conclusion is given below:

Evaluation Criteria	Evaluation Results	Main findings
Relevance	Highly Relevant (A)	• The project is consistent with the policies of MoFSC and MoFALD and relevant to address the identified needs of the beneficiaries within the target communities. • All of the target communities covered by the project area are remote and isolated from the development activities of the GoN. As the project gives high priority for community participation in the needs assessment, project prioritization, and project implementation through joint monitoring approaches, this makes the project well-suited to meet the communities' priorities. • It is appropriate for JICA to support this project.
Effectiveness	Highly Effective (A)	• The project was successful in achieving the purpose, "to improve participatory watershed management in better collaboration with DSCO and local bodies within the target districts," as evidenced by the DSCO's increased capacity to implement participatory watershed management in the project districts. • Technical knowledge was transferred to the Nepal government's staff working at DSCO and the central level through a series of trainings and workshops. Government personnel now understand how to maintain the improved participatory watershed management model. • All 306 WCCs have practiced improved watershed management in the project districts, showing improved institutional capacity. • At the community level, the capacity of people to implement participatory watershed management has been enhanced, and local governance has been strengthened. • The concepts of transparency, accountability, participation and democratic practices in decision-making processes have been promoted throughout the project to foster good governance and strong local institutions.
fficiency	Highly efficient (A)	• The PWMLGP achieved all outputs of the project. • Japanese experts delivered the appropriate technical support. • Overall, the PWMLGP was cost effective by using different measures to minimize costs and maximize project outputs. Equipment and local costs were provided as planned. MoFSC/DSCWM authorized their staff to implement the project from the central level to the community level. The GoN contributed adequate financial resources to mobilize the participation of stakeholders in the project. • Local Resource Persons (LRPs) were created to implement the

		CBRMP at the community level and DSCO staff mobilized local resources in coordination with local authorities (VDCs) and line agencies. • POWER groups properly managed the group funds.
Impact	Impacted (B)	• The main change produced by the project is that the people of the project area have utilized more local resources for their livelihood promotion as compared to the people of replication area. Local resources such as knowledge, material and financial resources have been used to improve the livelihoods of persons within the target areas. • PWMLGP has been replicated in 11 districts as a result of the project.
Sustainability	Sustainable (B)	• DSCWM/MoFSC has recognized the PWMLGP as a successful model in watershed management, with intentions to implement the PWMLGP model and other related activities at a wider scale in the future. • POWER group members have been engaged in savings and credit/cooperative activities, and recognize the advantages of a collective approach. • Community members have been engaged in various capacity development programs to develop ownership of the project and the confidence to continue collaborative relationships with actors such as VDCs, CFUGs and other CBOs. • The project has transferred the necessary knowledge and technical know-how for participatory planning, implementation and monitoring and evaluation of sub-projects through the WCC and POWER groups. Training topics included: institutional, community empowerment, project planning, monitoring, public audits, and livelihood improvement. • Documentation has been provided to maintain capacity in the form of resource books and a manual for scaling-up the PWMLGP in other parts of the country.
Overall Conclusion	Satisfactory (B)	• Overall, the PWMLGP is satisfactory based on the relevance, effectiveness, efficiency, impact and sustainability criteria presented above.

Evaluation Result
Relevance: Highly Relevant (A), Relevant (B), Moderately Relevant(C), Not Relevant (D)
Effectiveness: Highly Effective (A), Effective (B), Moderately Effective(C), Not Effective (D)
Efficiency: Highly Efficient (A), Efficient (B), Moderately Efficient(C), Not Efficient (D)
Impact: High impacted (A), Impacted (B), Moderately Impacted(C), and Not Impacted/Negative Impact (D)
Sustainability: Highly Sustainable (A), Sustainable (B), Moderately Sustainable(C), Not Sustainable (D)
Overall conclusion: Highly satisfactory(A), Satisfactory(B), Moderately satisfactory(C), Acceptable (D), Partially Unsatisfactory(E) Totally Unsatisfactory (F)

The DSCWM and DSCOs had implemented planned activities of PWMLGP. The project results have been shown the positive impact in the target beneficiaries. The project staff and technical assistance transferred knowledge and skills in a participatory planning process and developed CBRMP/CRMP which is the milestones for their natural resource management and livelihood promotion. The

recognition of the WCC and POWER by the government authorities supported to develop ownership to manage their resources in a participatory manner. The project and replication area communities have been found positive impact on economic, social, and institutional as compared to control area. Those facts and evidence have been shown that project outcomes observed in visible especially in POWER on their leadership, access to resources and economic gain. The Project has found high relevance and effectiveness in terms of contributing GoN policies and project and poverty reduction goal and mobilization of scarce resources for the benefits of target groups. The Project has achieved considerably positive results in terms of development impacts, including social and environmental dimension. The Project was efficiently implemented and managed even in the absence of local political elected bodies in VDCs and DDCs and even frequently transferred the DSCO chief and LDO the counterpart organization. As considering the outcome sustainability, the WCC and POWER work as CBOs and enhance their technical capacity to manage resources and economic activities. Based on the outcomes, the Project is well managed and has achieved its purpose.

Based on the finding of five evaluation criteria this project has successfully been implemented without any major or critical problems. All expected outputs of the project have been achieved because of the project was small in sizes covered only few VDCs of the district, working as a participatory process by collecting the maximum participation with the local matching with collaborative funds, priority was given to the water source protection and provided the seed money to POWER group. The PWLGP is a successive project among all the projects under the DDC. The main reasons for the success of the project are 1) highly active team of DSCO for the project implementation, 2) well prepared guideline with the project plan of the project, and 3) sincerity of DDCs and VDCs for the project implementation in the district.

Section V: Special Study

Theme 1: Comparative study of the SABIHHA/PWMLGP model with other models that GoN has initiated for community-level watershed management if any exists

Review of available literatures and policy documents of the GoN revealed that DSCWM fully decentralized all the DSCOs in the district. The DSCO annual development plan is approved by the district development council and district development plan is implemented in a participatory manner involving concerned users. Therefore, it is considered that the Department of Soils Conservation and Watershed Management (DSCWM) has been following decentralized model for implementing the soil conservation and watershed management programs in the district. The decentralized model of DSCO also implementation and monitoring of the soil conservation and watershed management programs implemented in the district. The programs are generally implemented in sub-watershed level where as in the improved SABIHAA/PWMLGP, there is a mandatory provision of WCC and POWER for implementation of participatory watershed management and local governance project and the sub-projects are formulated based on political boundaries of the VDC.

Interactions with senior officials of MoFSC/ DSCWM reveal that the PWMLGP/improved SABIHAA Model is considered one of the appropriate approaches for implementation of integrated participatory soil conservation and watershed management programs in the district.

Theme 2: Necessary arrangement of replication of SABIHHA /PWMLGP models to other districts in Nepal

It has been reported that the Department of Soils and Watershed Management has replicated the PWMLGP model in three districts namely: Palpa, Gulmi and Arghakhanchi from 2067/68 (2009/10) fiscal year and the same model was also expanded in other VDCs of the eight project districts. The model project has been replicated in each VDC covering in all wards of the replication districts. The DSWM has allocated NPR 400,000 to 500,000 in each fiscal year in each project replication district for the implementation of the PWMLGP.

It is reported that the project VDC was selected based on the priority of the watershed of the district. Interactions with DSCO Chiefs of the replication districts reveals that they have been following the same process as prescribed in the implementation guidelines of PWMLGP. However, community motivator was not hired in the replication districts because of insufficient budget. It resulted that the social mobilization and coordination at VDC as well as community level is found very weak.

From the interactions with DSCO Chiefs of the replication districts, it was found that about 80 per cent budget was used for implementing sub-projects and 20 per cent budget allocated as seed money for implementing the Income Generating Activities for POWER members. The annual budget allocated per VDC in replication districts is reported to be nearly half of the amount allocated for PWMLGP project districts. Therefore, the financial resource available for a PWMLGP replication district is very limited and only few priority sub-projects identified by the WCC and POWER groups were implemented.

Priority Sub-projects in Replication Districts: Interactions with DSCO chiefs of replication districts revealed that water source protection is the major priority of the communities. DSCO financial supports were mainly used for protection of water sources and distribution of drinking water pipelines in project VDCs. Community contribution both in terms of cash and kinds was found high to implement the selected sub-project projects.

Challenges faced by DSCOs in replicating the SABIHAA/PWMLGP Model
Interactions with DSCO chiefs revealed that the DCSOs have faced the following challenges:

- Inadequate budget to support priority sub-projects demanded by the WCC and POWER groups in each VDC/Ward;
- Lack of human resources in DSCO, especially social mobilizer/motivator to mobilize the community;

- Inadequate coordination with other concerned government line agencies for implementing the PWMLGP in the district;
- Soil Conservation programs received the least priority from DDC/VDC's annual plan, they have given high priority to physical infrastructure development, such as construction of roads, bigger irrigation schemes, school building, health post without considering the environmental aspect.
- Absence of elected representatives in the district/VDC has caused many problems in coordination and decision making process of local governance;
- The WCC or sub-projects selected by WCC does not get priority in the Ward Citizen Forum (WCF) and most of the WCCs do not receive grants from the VDCs.

Limitations to replicate SABIHAA/PWMLGP Model:

- **Budget:** Analysis of the annual budget allocation to project VDC reveals that the project budget is not enough to implement the PWMLGP model in the district as WCC could not implement prioritized sub-projects in the community. Even in the PWMLGP district's budget allocated for project implementation ranges from NPR 720,000 to 900,000 per VDC in each FY. However the project operational costs, including social mobilization, coordination and monitoring and supervision is considered, it is very high and net budget available to implement the sub-project is not much even in project budgets.
- **Coordination with DDC/VDC and other Government Line Agencies**: Coordination and collaboration with DDC/VDC and other concerned line agencies is one of the main features of PWMLGP. WCC was also formed in the replication districts, but the overall performance of the WCCs is not effective due to lack of proper coordination and collaboration with respective WCF and VDC. Both WCF and VDC are reluctant to recognize the role of the WCC in the decentralized planning process of ward and VDC.
- DSCO officer of PWMLGP replication districts reported that DDC and other government line agencies in the districts are not willing to cooperate with DSCO and not interested to collaborate with WCC/POWER groups for implementing their respective annual development programs in the district as a result the WCC and POWER groups have not been able to get adequate supports from other government line agencies for implementing sub-projects and IGAs in the replication VDCs.

Suggestions for improving the efficiency and effectiveness of the replication model
- The DSCO chiefs interacted with study team reported that there should be provision for one motivator for each VDC as in the project districts;
- Budget allocation needs to be increased similar to PWMLGP district;
- Merely providing the implementation guidelines is not enough for replication of PWMLGP and there is a need for suitable capacity development programs to the DSCO staffs and WCC/POWER Groups for implementing the PWMLGP in the districts; and
- The Improved SABIHAA/PWMLGP model should be made as an integral part of the DSCO and needs to be incorporated in the district development plan. DDC should play the lead role in coordinating with other government line agencies working in the district in order to develop a single window system for planning and implementation of IGAs/Livelihood improvement programs for POWER Groups in each VDC for avoiding the duplication of the project in the VDCs.

Section VI. Recommendations

Based on the result of the evaluation, the evaluation team made the following recommendations

6.1 Recommendations for operation and management of the Project (ideas for improvement)

6.1.1 The provision of motivator in each VDC

PWMLGP had provision of a separate motivator in each project VDC. Given the job description to the motivator and the basic qualification and expertise fixed for the motivator hired by the DSCO, the motivator is assigned in VDC and DSCO is in district head quarter and motivator's work is needed to monitor to perform the tasks effectively. Therefore, it is recommended that the social mobilizations tasks for replication of PWMLGP model should be tie up with respective project VDC. Because, motivators are directly responsible to DSCO and from headquarter it is difficult to monitor motivator's work performance. In this context, DSCO shall deploy the motivator in respective VDC and s/he will work in coordination with VDC, WCC and POWER that will make the positive results and it support to make VDC more responsible in the watershed management project.

6.1.2 Ensure collaboration between project initiated platform and local level governance institutions

It was learned that more than one institution/mechanism currently exists in the VDC for local level planning, monitoring and supervising the local development programs/projects implemented by the government. Among others, Ward Citizen Forum (WCF) and Agriculture, Forestry and Environment Committee (AFEC) are major ones. The PWMLGP has also formed Ward Coordination Committee (WCC) for each ward to implement the PWMLGP activities. WCC is formed comprising members of all households of the ward and the WCF is a selected ward level committee. WCF in coordination with WCC prepares ward level planning and submit it to VDC. .

Thus, for extension of the improved PWMLGP model and capturing the learning of PWMLGP the linkages and coordination between WCC and WCF should continue through VDC to ensure the activities performed in the respective Ward will have long lasting benefits for the target beneficiaries.

6.1.3 Replication of PWMLGP in each District

Following arrangements are recommended in replicating PWMLGP model:

- The PWMLGP should be implemented as an integrated local development project in coordination and collaboration with all concerned government and non governmental agencies working in the district;
- The five-year Community Resource Management Plan (CRMP) should be prepared in collaboration with all concerned stakeholders and approved as participatory watershed management, strategic plan by the village council and implement in full coordination and collaboration with concerned line agencies/stakeholders of the districts; and
- The PWMLGP has been implemented in one VDC in the replication districts. It is recommended that once the PWMLGP is replicated in all VDCs, it is wise to work on a sub-watershed basis in coordination with respective VDC for improving local governance and social accountability at watershed catchment area/river basin level rather than use of political boundary of the VDC.

6.2 Recommendations for future policy/project planning:

6.2.1 There is need of to upscale and expand the learning of PWMPLG

The PWMLGP was implemented 6-8 VDCs of eight project districts in collaboration with JICA. The history of the foreign assistance project gave positive results and during the project life the host country seems cooperative to implement the activities. Based on the previous learning of SABIHAA, PWMLGP has been implemented with the understanding to continue the learning of the project by the MoFSC in collaboration with MoFALD. MoFSC centrally allocated budget approximately Nrs 90 millons to continue the PWMLGP initiative in both project and replication districts. However, this budget is not enogh to continue SPs and POWER activities. Furthermore, MoFALD needs to develop the policy to take the ownership by the local bodies and ensure the budget of the district and VDC levels. The district level, holding a committee meeting once/twice in a year is not sufficient for stakeholder collaboration and such coordination meeting should be held at least every trimester at district level and review the plan and progress periodically as well as in the central level.

6.2.2 CBRMP should be endorsed by the VDC as GREEN sector strategic plan

The project capacitates WCC and local stakeholders to prepare and implement the CBRMP as a strategic plan on resources management. In most of the cases, the WCCs are responsible to implement this five-year plan in their respective area. CBRMP is a holistic and comprehensive plan and not only limit in watershed management, at the same time incorporate livelihoods through agriculture, livestock, and forestry as well as climate change and mitigation measures. At the same time it also intends to improve gender mainstreaming, inclusion and governance prospective. Hence, CBRMP can be said the green sector strategic plan. Therefore, there is a need to make it as the GREEN sector strategic plan and endorsed from Village Council that develops the ownership of VDC towards CBRMP and allocates VDC resources to implement with development sub-projects and annual plan.

6.2.3 Continuity and sustainability of POWER

The POWER group received resources from project for their livelihood related activities and exposures. They have initiated the saving/credit scheme. Monthly group saving/credit is supporting as a cementing agent to make the group solidarity and assume its continuity. The cooperative model in Nepal seems self- propelling institution at community level. Cooperative members can borrow loans for small scale business and income generating activities, and while people make economically active then the project outcomes may be sustained.

6.2.4 Internalization and promotion of PWMLGP model in MoFSC

MoFSC has recognized the PWMLGP model and has already started replicating this approach through DSCWM in three new districts and other VDCs of eight project districts since last three years. However, while the MoFSC recognized PWMLGP is one of the effective models for participatory watershed management in collaboration with DDC and VDC, it should convince MoFALD to support by the LBs at field level which also promote the social accountability and local governance. Therefore, MoFSC further effort is needed to materialize the learning in intra-ministerial level, reflect the policy level with concrete project and plan with embedding in DSCWM project. It needs to re-orient the DSCO and DFO during the annual regional planning process and formulate the project as GoN regular project rather than project. There is a need to document the learning of PWMLGP and disseminate the learning by organizing a national level seminar by DWSCM.

6.2.5 Criteria of selection of POWER Members

It was found that numbers of POWER group members are varying from 20 to 70 women in a group. The evaluation team recommends that uniform criteria should be developed and used for identification of POWER members in each ward, although poverty is considered a relative term and needs to be defined based on local economic, social, cultural and political settings for determining the poorest among the poor households to be included in the POWER group.

Section VII. Lessons learned

7.1 Participation of Poor, Women and Excluded Groups in Watershed Management

The concept of the formation of the POWER group by PWMLGP has been observed an effective strategy and approach for empowering the poor, back warded classes and women in participatory watershed management and local governance project at grass-root level. The overall participation level of the poor, disadvantaged groups and women in planning, implementation, monitoring and supervision of the watershed management programs has been increased significantly in the project districts. Moreover, participation of Women, Dalits and Janajatis in various Income Generating Activities implemented through POWER groups has provided equal opportunities for the poor and marginalized members in the community.

7.2 Transparency increased efficiency of project budget

It was observed that the overall project planning and budgeting process of PWMLGP is highly transparent where sub-projects are selected by WCC and POWER in close coordination with WCF. The annual budget allocation process of the project to the WCC is also transparent and each WCC received a proportionate amount of budget to implement their priority sub-projects in their respective wards. It was reported that the local community members are highly motivated and contributed significantly to implementing the selected sub-projects in their groups.

7.3 Participatory Planning Approach has Increased Community Contribution in implementing the Sub-projects

The participatory approach adopted by WCC and POWER groups in identifying and prioritizing the demand driven need-based sub-projects, the overall contribution of the community has increased significantly and sup-projects implemented has been completed in time with the participation of all target beneficiaries. Some of the POWER groups formed and mobilized by the project have been successfully mobilized internal resources for implementing suitable IGAs for the members of the groups. This has helped positively to improve the overall livelihood, conditions of the poorest among the poor members of the POWER groups through increased incomes and employment opportunities generated from the implementation of various IGAs by the POWER groups in the community.

7.4 Coordination increased the number of collaborative Sub-projects

Coordination, both within and between the development partners/agencies is one of the major problems and every development project has been facing the same. Review of project design of PWMLGP does not show any explicit provision for coordination with other key government line agencies in the district. Despite such design deficiency, the PWMLGP has developed very good coordination with most of the government line agencies such as DADO, DLSO, and some VDCs and implemented a number of sub-projects, particularly the IGAs for the POWER groups in collaboration with other agencies in the district.

7.5 Annual Project period

Timely supply of necessary inputs, including technical assistance should be made available in time for achieving the project outcomes/results. Greenery promotion is an important component of the project of DSCWM. Plantation is the major activity to be carried out for the greenery promotion which is mainly carried out during the rainy season. The rainy season in Nepal starts after June. Therefore, any projects should start from the beginning of the Nepalese fiscal year, i.e. 15th of July so as to catch up the monsoon of the same year for carry out the plantation activities from the beginning of the year.

Section VIII: Annex

Annex-1: Name list of evaluation core team members and taskforce team

Annex-2: Details of the FGD participant

Annex-3: Logic model of evaluation

Annex-4: Numbers of sub projects enrolled in the sample

Annex-5: Samples members of WCC and POWER groups

Annex-6: Set of the final tools qualitative and quantitative both

Annex-7: Details of field researchers and assigned districts to collect data

Annex-8: List of task force members and other members of the team visited to the evaluation districts

Annex-9: Project design matrix 2.0 versions

Annex-10: List of training conducted by the project

Annex-11: Year wise sub-projects implemented by WCC and POWER

Annex-12: TOR of evaluation

Annex-1: Name list of evaluation core team members and sub-taskforce team

Annex 1.1: List of evaluation core team members

1. Dr. Krishna bahadur Karki - Team Leader/ Evaluation Specialist
2. Mr. Surya Binod Pokharel - Natural Resource Management (NRM) Specialist
3. Dr. Gopi Krishna Sedhain - Agriculture Specialist
4. Mr. Buddhi Man Shrestha-social survey specialist/ Team Coordinator
5. Dr. Amita Pradhan - Statistician

Annex 1.2: List of sub-taskforce team members

Sn	Name	Designation	Organization	Member
1	Mr. Gokul Khadka	Program Director	NPCS (M&ESection)	Chairperson
2	Ms. Jamuna Mishra	Planning Officer	NPCS (M&ESection)	Member
3	Ms. Meena Devi Shrestha	Planning Officer	NPCS (M&ESection)	Member
4	Mr. Mahesh Kharel	Program Director	NPCS (Agriculture and Rural development Division)	Member
5	Ms.Bishnu Devi Paudyal	Planning Officer	NPCS (Agriculture and Rural development Division)	Member
6	Mr.KiranDongol	Under Secretary	MoFSC (M&E section)	Member
7	Mr.KalashRam Chaudhary	Senior Agro-Economist	MoAD (M&E)	Member
8	Mr.Kishor Bishta	Senior Agro-Economist	MoAD (DoLS)	Member
9	Dr.PremPoudel	Under Secretary	MoFSC (DSCWM)	Member
10	Mr.AmarAdhikari	Ast. Monitoring Officer	MoFSC (DSCWM)	Member
11	M/s Indu Ghimire	Under Secretary	MoFALD	Member
12	Mr.Birendra Kayastha	Director	CBS	Member
13	Ms. Yoko Komatsubara	M&E Expert	SMES2	Member
14	Mr. KhagendraSubba	Project Coordinator	SMES2	Member

Annex-2: Details of the FGD participant

District	No. of FGDs	Sex			Ethnicity		
		Male	**Female**	**Total**	**Brahman/Chhetri**	**Janajati**	**Dalit**
Kavre	2	10	13	23	10	8	5
Sindhupalchok	2	9	9	18	5	10	3
Tanahu	2	9	10	19	8	8	3
Myagdi	2	9	10	19	3	7	9
Kaski	2	7	9	16	7	6	3
Baglung	2	8	8	16	4	9	3
Syangja	2	10	9	19	8	8	3
Parbat	2	8	9	17	7	7	3
Total	**16**	**70**	**77**	**147**	**52**	**63**	**32**

Annex-3: Logic model of evaluation

This evaluation study focus <input→Activities→Output→initialOutcome→Intermediate Outcome>.

Input	
(DP side) -Experts -Equipment -Project implementation cost	(GoN side) -Counterparts -Land, Building and facilities -Project implementation cost

Activity		
Conduct training for **DSCOs**; Implement participatory watershed management activities, etc.	Formation of **WCC and POWER** groups; Formulation and implementation of CBRMP, CRMP and AAP; Training for community people, etc.	Organize **VDC** level workshop; Organize interaction programme with WCC, POWER and VDC; Conduct training to WCC/POWER/VDC; etc.

Output		
Capacity of DSCOs on participatory watershed management is improved (in target districts).	**Capacity of community people** on participatory watershed management and local governance is enhanced (in target groups/areas).	**Concept of local governance**in participatory watershed management is promoted (in target groups/areas).

Initial Outcome

Improved participatory watershed management is implemented in better collaboration with DSCO and local bodies in the target districts
Sub-Projects selected by WCC (11 types) and POWER groups (18 types) are co-funded/collaborated with local bodies or other institutions.

Intermediate Outcome*	Intermediate Outcome*	Intermediate Outcome*
Improved participatory watershed management is replicated (in the target districts) (in better collaboration with DSCO and local bodies).	Recognition/Awareness and skills of (i) participatory watershed management, (ii) gender and social inclusion (GESI), and (iii) local governance are enhanced and promoted (in target groups/areas).	Livelihood of (i) community people in general, and (ii) Poor people, Occupational caste and Women are improved (in target groups/areas)

Final/Long-term Outcome	Final/Long-term Outcome*	Final/Long-term Outcome*
Improved participatory watershed management is applied in other districts (in better collaboration with DSCO and local bodies, by the initiative of MoFSC and MoFALD).	More participatory, inclusive and democratic local governance are well adopted (in target districts, and in other districts in the long run).	Livelihood of (i) community people in general, and (ii) Poor people, Occupational caste and Women are improved (in target districts, and in other districts in the long run).

Annex-4: Determine of Numbers of sub projects enrolled in the sample

Selection of Sample Sub-projects (Treatment area)

Each type of sub-projects implemented in collaboration with other organizations is grouped separately. Each group of sub-project is assigned arbitrary numbers. The details of selected sub project.

1. Water Source Protection (Total sample SPs=13 and HHs-169)

Random start = 5, Sampling interval=7

District	VDC	WCC	Category of Sub-project
Kaski	Dampus	9	Water source protection
	Chapakot	9	Water Source Protection
Syangja	Jagatbhanjyang	4	BhoteKhoriya Water Source Protection
	Jagatbhanjyang	1	Water Source Protection
Tanhu	Bhimad	3	Water Source Protection
		5	Water Source Protection
	Bhanurnati	6	Water Source Protection
Kavre	Bhumidanda	7	Mulkhola Drinking Water Source Conservation
	Narayansthan	8	Water Source Protection
Sindupanchowk	Fulpingdanda	3	Bisteswarakerawari Water Source
		7	Water Source Protection
	Hagam	9	Drinking Water Source Protection
	Jalbire	8	Drinking Water Source Protection
Sub-total		13	

2. Irrigation Scheme/ pond construction (total sample SPs=5, HH=65)

Random start=4, Sampling interval = 5

District	VDC	WCC	Name of Sub-project
Kaski	Lanwangghalel	2	Irrigation Canal improvement (joint with W#3)
Parbat	Ranipani	4	irrigation Channel improvement
	Barrachaur	4	Irrigation Canal Improvement
Tanhu	**Dhorfirdi**	1	Irrigation Canal Improvement
Kavrepalanchowk	Sarsyunkharka	8	Irrigation Scheme

3. Road Slope Stabilization (total sample SPs=3, HH=39)

Random start=3, Sampling interval = 3

District	VDC	WCC	Name of Sub-project
Kaski	Dhikurpokhar	6	Road Slope Stabilization
Syangja	Jagatbhanjyang	7	Road Slope Stabilization
Kavre	Rayale	4	Road Slope Stabilization
	Sub-total	3	

4. Foot Trail Improvement (total sample SPs=2, HH=26)

Randomstart = 1, Sampling interval = 4

District	VDC	WCC	Name of Sub-project
Kaski	Lanwangghalel	1	Foot Trail Improvement
Myagdi	Jhin	7	Foot Trail improvement
	Sub-total	2	

5. Land Slide Control (total sample SPs=5, Hh=65)

Random start=4, Sampling interval = 6

District	VDC	WCC	Name of Sub-project
Myagdi	Patlekhet	8	Landslide Protection
	Piple	6	Landslide Control
Tanhu	Bhanurnati	1	Landslide Control
Sindupanchowk	Fulpingdanda	8	Archale Landslide Control
		2	Landslide Control
	Sub-total	5	

6. Greenery Promotion/ Forest Conservation/plantation (total sample SPs=3, HH=39)

Random start = 1, Sampling interval = 3

District	VDC	WCC	Name of Sub-project
Kaski	BhadaureTamagi	8	Forest Conservation
Myagdi	Jhin	6	Plantation
		9	Plantation
	Sub-total	3	

7. Stream Bank Protection/ Riverbank Protection (total sample SPs=3, Hh=39)

Random start=2, Sampling interval = 3

District	VDC	WCC	Name of Sub-project
Kaski	Lwangakhel	1	Idi KholaSotaBagar Stream Bank Protection
		4	Stream Bank Protection
Tanhu	**Dhorfirdi**	7	Stream Bank Protection
	Sub-total		

8. Gully Control (total sample SPs=3, Hh=39)

Random start=3, Sampling interval = 4

District	VDC	WCC	Name of Sub-project
Kaski	BhadaureTamagi	1	Gully Control
	Dhital	9	Gully Control
Sindhupalchowk	Fulpingdada	2	Gahatepuchhar Gully Control
	Sub-total	3	

9. Drainage Channel Construction (total sample SPs=3, Hh=39)

Random start=4, Sampling interval = 5

District	VDC	WCC	Name of Sub-project
Baglung	Narayansthan	5	Drainage Channel Construction
Kaski	Dhikurpokhar	7	Drainage Channel Construction
Sindhupalchowk	Hagam	6	Diversion Canal
	Sub-total	3	

10. Fencing (total sample SPs=1, Hh=13)

District	VDC	WCC	Name of Sub-project
Parbat	Barrachaur	9	Support wall Construction

11. Conservation Pond (total sample SPs=3, HHs=39)

Random start=2, Sampling interval = 3

District	VDC	WCC	Name of Sub-project
Tanhu	Bhanurnati	3	Conservation Pond Construction
Kavre	Kanpur	3	Conservation Pond Construction
	Devbhumibaluma	8	Rainwater collection
	Sub-total	3	

12. Trail Bridge (total sample SPs=2, Hh=26)

Random start=2, Sampling interval = 1

District	VDC	WCC	Name of Sub-project
Kaski	BhadaureTamagi	5	Bridge improvement
Sindupanchowk	Hagam	3	Trail Bride Construction
	Sub-total	2	

Selection of Sample sub-project of Replication areas

(Marked *** stars) of sample sub-projects of treatment- 2.

Random start= 1 and sampling interval = 2

S.N	District	No.	Replication VDC	Water sheds	Sub- Water sheds	Year
1	Sindupalchowk	1	Badegaun	Indrawati	Shahare Bagmara	2009-13
		2	Nawalpur	Indrawati	Shahare Bagmara	2009-13
2	Kavrepalanchowk	3	Birtadeurali	Sunkoshi	Kharekhola	2009-13
		4	Salle bhumlu	Sunkoshi	Kharekhola	2009-13
3	Tanahun	5	Tanahunsar	Marsyangdi	Chundi	2009-13
		6	Purkot	Marsyangdi	Faudi khola	2006-09
		7	Bhanu	Marsyangdi	Chundi	2007-11
4	Kaski	8	Sarangkot	Fewa	Fewa	2007-11
		9	Salyan	Modi	Modi khola	2009-13
		10	Dhikurpokhari	Fewa	Fewa	2004-09
5	Syangja	11	Thumpokhari	Kali gandaki	Faudi	2009-13
		12	Sirsekot	Kali gandaki	Faudi	2007-11
		13	Ranghang	Kali gandaki	UpalloJyagdi	2007-11
6	Parbat	14	Kyang	Modi	Pati khola	2007-12
		15	Dhaining	Kali gandaki	Lasti Khola	2007-11
		16	Chuwa	Modi	Lower Modi	2007-11
7	Baglung	17	Painyunthanthap	Kali gandaki	Theuli khola	2005-08
		18	Rayedanda	Kali gandaki	Timur khola	2008-11
		19	Damek	Kali gandaki	Timur khola	2006-10
8	Myagdi	20	Arman	Kali gandaki	Arman khola	2008-12
		21	Baranja	Kali gandaki	Arman khola	2008-11
		22	Pulanchour	Kali gandaki	Tallo Myagdi Khola	2005-07
		23	Kuhu	Kali gandaki	Tallo Myagdi Khola	2006-10

Annex-5: Samples Numbers household of WCC and POWER groups

Sr.	District	No. of VDCs	Sample VDCs	No. of sample HHs (Program area)	No. of sample HHs (Replication area)	No. of sample HHs (Control)[5]
1	Baglung	2	• Amalachaour and • Narayansthan	26	39	37
2	Parbat	2	• Bachha and • Barachour,	52	39	38
3	Kaski	5	• Langhalel, • Chapakot, • Dhanpus, • BhadaureTamagi and • Dhital	130	39	38
4	Myagdi	2	• Jhin and • Patlekhet	52	52	38
5	Syangja	3	• Jagatbhanjyang , • Malyunnkot and • Kewarebhanjyang	39	39	37
6	Tanhu	2	• Bhimad and • Dorpherdi,	104	39	37
7	Kavre	4	• Sarsyukharka, • Methinkot, • Devbhumi Baluawa and • Kapurkot,	91	26	37
8	Sindupanchowk	4	• Jalbire, • Fulpingdanda, • Fulpingkot and • Hagam	104	26	37
	Total	24		598	299	299

---

[5] Control VDCs in each district will be selected with the consultation of taskforce members

Annex-6: Set of final tools qualitative and quantitative both

National Planning Commission (NPC)
Strengthening Monitoring and Evaluation Project
Phase II
Participatory Watershed Management and Local Governance Programme (PWMLGP)
Questionnaires for Household Survey

INFORMED CONSENT

Dear respondents
Namaskar,
 	
My name is _____, and I am working with, _____. We are conducting a survey to assess the appropriate knowledge and practices on Participatory Watershed Management and Local Governance Progrmme (PWMLGP) We would appreciate your participation.
 	
The survey usually takes about 30 minutes. Participation in this survey is voluntary and you can choose not to answer any individual question or all of the questions. However, we hope that you will participate in this survey by providing correct and factual information.
 	
Would you like to participate in this survey?
 	
    [ ] Yes   → PROCEED
    [ ] No   → END

Identification and General introduction

Form number: ☐☐☐☐

Interview Date: ☐☐ ☐☐ ☐☐   DD / MM / YY   District: _____

 VDC/Ward:

Name of the interviewer: _____

Name of respondent: _____ _____   Caste/ Ethnicity: _____

Age of respondent: _____   Sex of respondent: _____

Religion: _____   HH family size: _____

Education of respondent:
1. Pre-literate
2. Literate
3. Primary (class 1 to 5)
4. Lower secondary (class 6 to 8)
5. Secondary (9 to 10)
6. Higher secondary or above

QN	Question and filter	Answers	Extra notes/reamrks
1	**Socio-economic Information**		
1.1	Does your household own any agricultural land?	1. Yes 0. No	
1.2	If yes, how much land area do you own? *(Write zero if has no land)*	………………… Use local unit of measurement	
1.3	Does the food produced from your land enough to feed your family for a whole year?	1. Yes 0. No (If no go 1.4)	
1.4	If no, for how long the crops produced are enough for your family to feed?	1. 1 to 3 months 2. 3 to 6 months 3. 6 to 9 months 4. 6 to 12 months	
1.5	What is the main source of income of your family?	1. Agriculture 2. Livestock 3. Labor/Daily wage 4. Service 5. Business 6. Foreign employment 88. Other (Specify)…………………………..	
1.6	What is the main source of fuel for cooking food in your household?	1. Firewood 2. Animal dung 3. Charcoal 4. Agricultural crop residue 5. Electricity 6. Kerosene 7. LPG Gas 8. Bio gas 9. Solar energy 88. Other(Specify)……………	
2	**Participation in group and understanding of policies, programme, project, strategies in community resources management**		
2.1	Are you get membership/participate in any community group?	1. Yes (if yes please go 2.2) 0.No	
2.2	Please mentioned the name of community group you involved?	1.WCC 2.POWER 3.Community Resource/Watershed management 4.Community Forestry 5.Leasehold Forestry 6. Livestock Commodity Group 7. Agriculture Commodity Group 8. Agriculture/Dairy Cooperatives 9. Saving & Credit Cooperatives 10. Others (please specify)……………….	

2.3	Is your group establishing procedures and guidelines to manage the group and maintenance of project? (Multi response possible)	1. Group meeting minutes 2. Group policy guidelines 3. Group constitution 4. Group annual work plan 88 . Other (Please specify).....	
2.4	Do you have participated in project activities?	1. Yes (if yes please go to.5) 2. No.	
2.5	Please mentioned your participation in group & project management activities? (Multi response possible)	1. Group meeting 2. Annual planning process 3. CRMP formulation process 4. Project implementation 5. Project activities monitoring 6. Group saving/credit/fund management 88. other (Specify)......	
2.6	Do you know about positive discrimination and social equitable concept and its practices in your groups and development activities?	0. Yes (If yes please go to 2.7) 0. No	
2.7	Are your group focused women, dalits and minorities' interests as followed positive discrimination and social equitable concept into practices? (Multi-response possible)	1. Membership distribution 2. Major three decision making position 3. Executive committee members 4. Project activities formulation & prioritization 5. Participation in training/exposure visits 6. Income generation/livelihood support activities 7. Budget allocation to women and dalits activities 8. Group loan lending scheme 9. Participation in monitoring activities 88. Others (please specify).........	
2.7	Do you familiar with GoN forest, watershed management policies, programme, strategies and goal and objectives of PWMLGP	1. Yes (If yes please go 2.8) 0. No	
2.8	Could you tell us about GoN forest, watershed policies, programme, and project goal and objectives of PWMLGP?	....	
2.9	Could you tell us what activities performed in your watershed management area?	1. Tree plantation 2. Soil protection through terrace improvement 3. Fodder/grasses plantation 4. Nursery establishment 5. NTFPs cultivation 6. Retention wall construction 7. Bio-engineering and gabion	

		work
		8. Rain water harvesting/construction of plastic ponds 88. Other (Specify).........
3	**Stakeholder role, responsibilities and process of target groups and beneficiaries selection and coordination**	
3.1	Could you tell us the stakeholders' name who are supporting to community resources management and livelihoods in your community?	....
3.2	Could you tell the role and responsibilities of major stakeholder which you mentioned	....
3.3	Could you tell us the coordination and linkages of WCC, POWER and user groups with concerned stakeholders	1.Excellent 2.Very good 3.Good 4.Satisfactory 5.Poor
3.4	Could you tell us the methods and process adapted by the project to select target groups and beneficiaries?	....
3.5	Could you tell us the selection process of WCC and POWER groups and beneficiaries?	....
3.6	Could you tell us the organisational structure (general members, executive committee, and their numbers) in WCC and POWER groups?	....
3.7	Could you tell us how WCC and POWER groups make the decision and communicate those decisions to their respective members?	....
4	**Capacity development services of counterparts to the project beneficiaries**	
4.1	Did you or your family members participated in training/workshop and exposure visits organised by the project?	1. Yes (if yes please go to 3.2) 0. No
4.2	Which training/workshops you or your family members were participated (Multi response possible)	1. Participatory community resource management 2. Participatory planning and monitoring 3. Group management 4. Institutional development and self assessment 5. Leadership, networking and coordination 6. Gender and social inclusion 7. Cooperative and fund management 8. NTFPs and forest resources management 9. High value agriculture crops and IGAs

		10. Livestock production and management 11. Public audits 12. Off-farm business 88. Others (specify).....	
4.3	Do you know the concept of community resource management? If yes, please briefly described your understanding? (Please write the answer in points/bullets)	....	
4.4	Could you tell us the capacity of counterpart (DSCO) facilitation in CBWMP formulation and appraisal the CBWMP by the project for the benefits of community (write answer in points/bullets)	....	
4.5	Could you tell us the counterpart (DSCO) staff facilitation skills and their behavior during training period?	1. Excellent 2. Very good 3. Good 4. Satisfactory 5. Poor	
4.6	Could you tell us the provided teaching/learning materials, contents of the topics and skills (practical exercises) of the trainings were appropriate in local situation and need of the participants and their effectiveness?	1. Excellent and appropriate 2. Very good 3. Good 4. Satisfactory 5. Poor	
4.7	Could you tell us the duration and timing of training appropriate?	1. Sufficient and appropriate time 2. Moderately sufficient and appropriate 3. Satisfactory 4. Need to take consent of participants 88. Other (Specify)......	
4.8	Could you tell us the counterpart (DSCO staff) capacity to develop, operate and managed participatory community resources management?	....	
4.9	Could you tell us the provided trainings WCC, POWER and resources mobilisation and user groups support for sustaining the project outcomes? If so how?	....	
4.10	Could you briefly describe the changes observed in your community before and after project intervention in terms of women, disadvantage group participation, community resources management, livelihood promotion etc? (Please write the answer in points/bullets)	....	
5	**Application of knowledge and skills in community resources management and livelihood supports**		

5.1	Could you tell us the income and employment opportunities (livelihood options) increased due project interventions as compared before the project?	1. Yes 0. No	
5.2	Could you tell us what livelihood options your family has been adapting? (Multi response possible)	1. Vegetable gardening (Cole crops, potato, vine crops, tomato, leafy vegetables, carrot, peas, onion, garlic etc) 2. Fruit cultivation 3. Cereal crops 4. Goat keeping 5. Poultry rising 6. Pig raising 7. Cattle and buffalo 8. Ginger 9. Turmeric 10. Cardamom 11. Coffee 88. Other (specify)…………………	
5.3	Have you experienced that your household economic status improved now as compared before the project intervention?	1. Yes (Please go 5.4) 2. No.	
5.4	Could you kindly tell us your household annual net income from the livelihood initiatives of the project support	**Sources of Income** **Rs./Year** 1. Vegetables ……… 2. Spices ……… 3. Cereals ………… 4. Fruits ………… 5. Cash crops ……… 6. Bee-keeping ………… 7. Livestock/Dairy ………… 8. Goat farming ………… 9. Poultry/chicken …………… 10. Pig farming …………… 11. Others, specify ……………	
5.5	Do you practice agriculture land improvement, water source protection and tree plantation in your own land and community?	1. Yes (If yes go to 5.4) 0. No	
5.6	Could you tell us your engagement in resource management? (Multi response possible)	1. Own terrace improvement 2. Private tree/fodder plantation 3. Community tree plantation 4. Water source protection 5. Gully protection 6. Bio-engineering 7. Retention wall and gabion work 88. Other (Specify)....	
5.7	Could you tell us the overall natural resources management status now as compared before the project?	1. Highly improved 2. Satisfactory improved 3. Moderately improved	

		4. No difference	
6	**Practice of local good Governance, decision-making and communication**		
6.1	Could you tell us the role and responsibilities need to clears among the concern authorities about the programme?	1. Yes (Go to 6.2) 0. No	
6.2	Could you tell us the role and responsibilities of WCC/POWER groups in brief?	....	
6.3	Could you tell us the role and responsibilities of DDC/VDC in brief?	....	
6.4	Could you tell us the role and responsibilities of DSCO in brief?	....	
6.5	Could you tell us how the decisions are taken in your group for project related issues?	1. Unanimously from the executive committee meeting 2. Majority of executive committee present in the meeting. 3. Minimum participation (51%)? Not clear 4. Chairperson influence 88 . Other (Specify)	
6.6	Could you tell us how the decision of group meeting disseminates to user groups?	1. Decision posted in office notice board 2. Decision posted in public place 3. Decision notified from the local FM 4. None of the above 5. Other (specify) …………..	
6.7	Has the decision and communication been made within, and between project and beneficiaries groups? Were they made effectively and shared with beneficiaries?	1. Project made the decision and communicates to community sufficiently 2. Occasionally project staff invite user group and made the decision and shared with community 3. Very few decisions are participatory and shared with community 4. I do not know about the decisions of the project and communicated to beneficiaries	
6.8	Have you participate in annual plan and CBRMP formulation process/	1. Yes 0. No	
6.9	Could you tell us how annual plan and CBWMP formulated?	1. In participation of executive committee members 2. In participation of group members 3. In participation of women, Dalits and disadvantage community members 4. In participation of other	

		concerned stakeholders and inclusive participation of community people 5. I do not know 88. other (Specify)	
6.10	Do you know monitoring of the project activities conducted and incorporated the feedback for the improvement of project performance through APP and PDM?	1. Regularly conducted by the project staff and incorporated the feedback. 2. Partially conducted by the project and few comments are incorporated. 3. Joint-monitoring practices done and incorporate the feedback in AAP and DPM 4. Never conducted the monitoring 5. I do not know	
6.11	Could you tell us how the project activities could be made transparent to the beneficiaries?	1. Project goal, objective, budget display in hording board at project site 2. Notice posted in office 3. Public audit 4. Disseminate in Multi-stakeholder discussion 5. Annual review meeting 88. Other (Specify)… ………..	
6.12	Do you know the lesson learnt and good practices of this project upscale and replicated in other VDCs within the project districts and other parts of the country by GoN/DSCWM?	1. Yes, I know 2. I do not know	
6.13	What you have feeling of project duration for achieving the project purpose and outputs?	1. Sufficient 2. Appropriate 3. Moderately short 4. Short 5. No idea	
7	**Project Evaluation aspects(Criteria)**		
7.1	Could you tell us the project is relevant to: (Multi response possible)	1. The project goal and purpose supportive to local situation and GoN policies 2. Is it formulated with the needs of target groups 3. The project is designed appropriately 4. Nepalese and JICA knowledge and expertise generate the synergy 5. Not relevant with local situation and policies 88. Other (Specify)......	

7.2	Could you tell us the project effectiveness to: (Multi response possible)	1. The purpose of the project is likely to be achieved 2. Contribute to change livelihoods of the project beneficiaries 3. The counterpart did not transfer the project assigned and trained human resources outside the districts 4. Counterpart sufficiently adapted the participatory approaches 5. The project was as effective as expected 88. Other (Specify).....	
7.3	Could you tell us the project efficiency to: (Multi response possible)	1. Project activities implemented as planned 2. The project inputs are adequate and appropriate in terms of quality, quantity and timing 3. The project management system observed effective 4. Coordination and resource sharing with other donor and stakeholders (VDC, DDC, LAs) sufficiently made 5. Project has taken suitable measures to minimize the costs and maximize the outputs 6. The project activities are costly and not efficient as expected 88. Other (Specify).....	
7.4	Could you observed the tangible impact of the project to: (Multiple response possible)	1. Improved the livelihood conditions of project beneficiaries 2. Sufficiently developed policies, institution building, and social equity 3. Replicated the project best practices in other parts of districts and nation 4. The project purpose and outcomes sufficiently achieved 5. The human resources developed and technical skills sufficiently enhanced 6. The project impacts are not visible 88. Other (Specify)……….	
7.5	Could you tell us the sustainability of the project outcomes after project phase over to: (Multiple response possible)	1. GoN policies, plan and commitment shows the continuity of project after JICA	

		support	
		2. GoN budget will allocate to give continuity of this project	
		3. The community groups have taken the ownership of the project and likely to be continued after the project support.	
		4. HR developed within project period and they will support the project	
		5. GoN already taken the ownership and initiated to replicate the lesson in other parts of nation	
		6. There is till challenges to give the project continuity after JICA support	
		88. Other (specify)....	

8. Could you share overall impression about the project?

9. May you like to give suggestions for future?

Thanks the respondent.

National Planning Commission (NPC)
Participatory Watershed Management and Local Governance Programme (PWMLGP)
Phase II
Evaluation of Participatory Watershed Management and Local Governance Programme (PWMLGP)
Check list for Focus Group Discussion (FGD)

WCC and POWER

Name of the WCC/POWER: VDC/Ward No.:   District:

Facilitator:

Note taker:

Date:

- Describe the purpose of the discussion.

- Ensure that the participants are at ease and comfortable.

- Let them introduce one by one.

A. Details of Participants:

SN	Name	Sex	Ethnicity	Position in group	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					

B. Discussion Guide questions

1. Please tell us about your group (WCC/POWER)

   Probe; establish date and objective, who inspired to form group

2. How many **members in your groups, executive committee**

Probe: (...men and .. women, ...dalits, ...Janajati and Dalits in **major three positions** and in an Executive Committee?

3. How often the meetings are held in your group
   Probe: (weekly, monthly, quarterly), level of participation of women, Dalits and marginalised group, issues mainly discussed in the meeting

4. Have your group maintained the meeting minutes and how you disseminate the decision of meeting?

5. Have your group launch saving/credit scheme? How you manage the group fund?
   Probe: total group fund and its investment

6. How many of you have your own land
   Probe: irrigated and rain-fed khet , bari and orchad before and after the project

7. Please tell us that for how many months own production of foods is enough for your family?

8. Please tell us about livestock and poultry holding at your home
   Probe: differences before and after the project

9. Please tell us your income sources of your family and also expenditure?

10. Please tell us that what is the situation of land slide in your community
    Probe: Before and after the project how often and how big landslides was in the community

11. Please tell us that what types of agricultural product and livestock you have
    Probe: before and after the project

12. How many of you are member of any groups in the community?
    Probe: Name of groups and key position if s/he holding

13. What types of capacity development activities you have participated?
    Probe: Group meeting, Annual planning process, CRMP formulation process, Program implementation, Project activities monitoring, Saving and Credit management, Training on IGA activity

14. In your opinion, what are the major strengths/good things of the DSCO/PWMLGP project? What do you like about the project?

15. Any more things you want to say for further improvements…………………………

Ending the discussion and provide tea

Thanks for your time and responses.

National Planning Commission (NPC)
Participatory Watershed Management and Local Governance Programme (PWMLGP)
Phase II
Evaluation of Participatory Watershed Management and Local Governance Programme (PWMLGP)

Key Informant Interview (KII)

DADO/DLSO/DFO officials

A. **General Information**

1.   Full Name of Respondent: ……………………………………………….
2.   Position: …………………………
3. District: ………….…………………………..
4. Name of Office: …………………………………………………………….
5. Address: ……………………………………………………………………
6. Contact Telephone Number (Preferably mobile number): …………………………………………..……
7. Sex:
Female………..……..1

Male……..……….…2

8. Ethnicity/Caste (Write caste code*)

 Name of Interviewer : …………………………………

Signature of Interviewer   : ………………………..

Date of Interview   : …………………………. (dd/mm/yyyy)

B. **Guide questionnaire**

1. Could you please tell us about the PWMLGP?

2. How did it start and what is the main rationale behind it?

3. Could you please tell us about the role of your organization with respect to VDC selection, planning, resource sharing, and monitoring and review PWMLGP progress in the district? (Please specify your organisation role?

4. How the locations/VDCs of PWMLGP areas identified? (Criteria, process).

5. Could you briefly describe the major achievements made from PWMLGP support in community resources management and livelihood promotion of beneficiaries?

6. Could you briefly explain the major changes before and after the project intervention in community resources management, local governance and livelihood improvement in the project areas?

7. Does the programme sufficiently enhance local governance (participatory planning, public audits, joint-monitoring) at community, VDC and district level?

8. Lease tell us inputs of project and Nepal government in implementing the programme

9. Could you please share us your experiences about the relevancy of the programme in the local situation and contribute GoN policies; and its contribution to make the positive changes in community resources management and livelihood promotion?

10.   Could you please share your experiences related to the project effectiveness?

11.   Could you please share your experiences how the project efficiently managed the resources?

12.   Could you tell us lesson learned from the PWMLGP can be transferred in other parts of the country? If so, how?

 C.   Ending the interview

Thank you.

National Planning Commission (NPC)
Participatory Watershed Management and Local Governance Programme (PWMLGP)
Phase II
Evaluation of Participatory Watershed Management and Local Governance Programme (PWMLGP)

Key Informant Interview (KII)

DDC/VDC officials

A. General Information

1. Full Name of Respondent: ……………………………………….
2. Position: …………………………
3. District/VDC: ………………………………………..
4. Name of Office: …………………………………………………….
5. Address: ……………………………….……………………………
6. Contact Telephone Number (Preferably mobile number):
   …………………………………………..……
7. Sex:
   Female……….………..1

   Male………….…..2
8. Ethnicity/Caste (Write caste code*)

Name of Interviewer   : …………………………………
Signature of Interviewer   : ……………………….
Date of Interview   : ………………………. (dd/mm/yyyy)

B.   Guide questionnaire

I.   Could you please tell us about the PWMLGP?

II.   How did it start and what is the main rationale behind it?

III.   Could you please tell us about the role of stakeholder (DDC, VDC) and LAs (DSCO, DADO, DLSO, DFO), CSOs in VDC selection, planning, resource sharing, monitoring and reporting?

IV.   How were the locations/VDCs of PWMLGP areas identified? (criteria, process)

V.   Could you briefly describe the major achievements made from PWMLGP support in community resources management and livelihood promotion of beneficiaries?

VI.   Could you briefly explain the major changes before and after the project intervention in community resources management, local governance and livelihood improvement in the project areas?

VII.   Does the programme sufficiently enhance local governance (participatory planning, public audits, and joint-monitoring) at community, VDC and district level?

VIII.   Could you please share us your experiences about the relevancy of the programme in the local situation, support to GoN policies and its contribution to make the positive change in community resources management and livelihood improvement of target groups?

IX.   Could you please share your experiences related to the project effectiveness?

X.   Could you please share your experiences how the project efficiently managed the resources (finance, human and materials)?

XI.   Could you please explain the impact of project for the promotion of target group (WCC and POWER) livelihoods, watershed management and improve governance in the project area?

XII.   Could you please tell us about the sustainability of project outcomes after phase over the project?

XIII.   Could you tell us the PWMLGP lessons can be transferred in other parts of country and how?

C. Ending the interview

Thank you.

Participatory Watershed Management and Local Governance Programme (PWMLGP)

Phase II

Evaluation of Participatory Watershed Management and Local Governance Programme (PWMLGP)

Key Informant Interview (KII)

DSCWM/DSCO

A. General Information
1. Full Name of Respondent: …………………………………………….
2. Position: …………………………
3. District: ………………………………………..
4. Name of Office: …………………………………………………………….
5. Address: …………………………………………………………………
6. Contact Telephone Number (Preferably mobile number): ……………………………………………..……
7. Sex:
   Female……….……..1

   Male…….……….…2
8. Ethnicity/Caste (Write caste code)* [|]

   Name of Interviewer   : …………………………………………
   Signature of Interviewer   : ……………………………….
   Date of Interview   : ……………………… (dd/mm/yyyy)

B.   Guide questionnaire for interview

Opening the interview
   1. Could you please tell us about the Participatory Watershed Management and Local Governance Programme
   2. How did it start and what is the main rationale behind it?
   3. Could you please tell us that what are the steps you applied in the PWMLGP? (Planning, implementation, monitoring, community mobilization, resource sharing)

C.   Progress made towards goal, purpose and output of the programme
   1. Could you tell us the stakeholders (WCC, POWER, WCF, CAC, VDCs, DDCs and LAs) involvement in designing, planning, implementation and monitoring of the project activities?
   2. Could you please tell us the stakeholder role and responsibilities and their performance of group (WCC, POWER, WCF, CAC), local authorities (VDCs, DDCs), CSOs and LAs in the project implementation and continuity/sustainability of the project outcomes?
   3. Could you please tell us the methods and process adapted to select target groups and beneficiaries for the sub-project?
   4. Could you tell us the process of WCC and POWER group and beneficiaries' selection process?
   5. Could you please tell us the women, minorities and occupational castes participating in managing community resources and livelihood support activities on an equitable basis? How you promoted their participation and ownership?
   6. Could you please tell us about the replication of project by the DSCO/DSCWM in other VDCs of the project districts and/or in other districts of Nepal?

D. Assess the results on OECD/DAC evaluation criteria

a) Relevancy of the Program
1. How well did the project design and implementation relate to government policies, priorities at local and national levels?
2. Were the selected types of intervention, project design appropriate to improve the situation of the target/ local communities?
3. Are project activities responsive and relevant to community needs?

b) Effectiveness
1. What was the project's overall output/impact and how does this compare with what was expected? Are correlation observed between outputs achieved and the project purpose/objectives?
2. What changes have occurred in the community in terms of improved watershed management and good governance?
3. Did the project reach the intended target group (women, occupational castes, and ethnic minorities)? What was the actual coverage?
4. Who were the direct and indirect/wider beneficiaries of the project?

c) Efficiency
1. Have the activities been implemented as planned and sufficient for achieving the project objectives?
2. Have the inputs (financial, human and materials) resources appropriate in terms of quantity, quality and timely?
3. Have the resources (financial, human & materials) been used economically and wisely for the well-being of the community? If yes, how is this efficiency being achieved, if not what are the reasons for this inefficiency?

d) Impact
1. Do you think that the PWMLGP will support to achieve poverty reduction goal of government of Nepal and MDGs? How?
2. Please tell us how the programme made positive changes of the beneficiaries' livelihoods?
3. Is the project overall goal to be achieved during the project tenure?

e) Sustainability
1. Are the achieved benefits sustainable? How local capacity has been built?
2. What are the exit strategies of the project? Is GoN/DSCWM support after the project phase over? will the budget for this approach be secured as an actively of the project districts?
3. Have linkages been developed or strengthened between communities and the local government so that sustainability can be achieved?

E. Ending the interview

Thank you.

Annex-7: Details of field researchers and assigned districts to collect data

Team	Sr.	Name of Enumerator and supervisor	Assigned districts
'A'	1.	Kishor Dhital- Supervisor	Kavre and sindhupalchowk
	2.	Binita Bhurtel	
	3.	Manila Shrestha	
	4.	Bijindra Gurung	
	5.	Sanu Shrestha	
	6.	Yashoda Pandey	
'B'	7.	Shambhu Adhikari- Supervisor	Baglung and Kaski
	8.	Manjila Shrestha	
	9.	Pritam Shrestha	
	10.	Sunil Shrestha	
	11.	Sigma Bhattarai	
	12.	Bhagwata Belbase	
'C'	13.	Krishna K. Shrestha- Supervisor	Myagdi and Parbat
	14.	Sanju Gurung	
	15.	Biraj Poudel	
	16.	Upakar Rai	
'D'	17.	Gunaraj Devkota- Supervisor	Syngaja and Tanahu
	18.	Ganesh Pariyar	
	19.	Uma Adhikari	
	20.	Sushma Shrestha	

Annex-8: List of task force members and other members of the team visited to the evaluation districts

1. Mr. Gokul Thapa- Coordinator. Sub-Taskforce Group, NPC
2. Dr. Ryo SASAKI- Team Leaser, SMES 2
3. Mr. Khagendra Subba- National coordinator, SMES2
4. Dr. KB Karki- Team Leader, evaluation team, DRC
5. Dr. Gopi Krishna Sedhain, Team Members, evaluation team, DRC
6. Mr. Buddhi Man Shrestha- Team Member, Evaluation team, DRC
7. Mr. Surya Binod Pokharel- Team Member. Evaluation team, DRC

Project Design Matrix (PDM2.0)

Project Name : Participatory Watershed Management and Local Governance Project (P\NMLGP)

Target Area : National Level, Syangja, Myagdi, Baglung, Parbat, Kaski. Tanahun, Kavre and Sindhupalchok districts

Duration : From August 2009 to July 2014 (Five years)

Counterpart Agencies: MoFSC, DSCWM, DSCO, and DDC in the target areas

Target Group : DSCO, Community people, in the target areas and VDC

Narrative Summary	Verifiable Indicators	Means of Verifications	Important Assumptions
Overall Goal: Improved" participatory watershed management in better collaboration with ·s DSCO and local bodies., is applied in other districts by the initiative of MoFSe and MoFALD.	Improved participatory watershed management is adopted in Soil Conservation and Watershed Management Programme.	• DSCWM's Annual plan • DSCO's Annual plan	• SCWM's policy to promote participatory watershed management is not changed. • Decentralization and local governance policy of Nepal Government is not changed
Project Purpose: tmproved participatory watershed management in better collaboration with DSCO and local bodies is implemented in the target districts.	1. At least 5% of CRMP defined sub-project are co-funded/collaborated with local bodies or other institution. 2. Joint monitoring and evaluation is implemented by DSCO and DDC in all 8 districts.	• Project documents (Activity profile) • Documents of OSCO • Joint Monitoring Report	• National calamities do not occur in an intensive scale • Security situation in target area is not deteriorated.
Outputs: 1. Capacity of DSCOs on participatory watershed management in the targeted area is improved.	1-1. Numbers of DSCOs and DSCO techs participate in Participatory Watershed Management	• Operational Guideline • Training Reports • Progress Report of PWMLGP • Project documents	

	training/workshops	(CBRMP, CRMP, AAP)	
	1-2. 80% of targeted DSCO personnel participated in the training/workshops understand improved participatory Watershed management	• DSCOs Annual Progress Report • Activity Profile • Self-evaluation result • Training reports • Activity Profile • DSCO reports	
2. Capacity of community people in targeted districts on participatory watershed management and local governance is enhanced.	1-3. Improved participatory watershed management is practiced at 306 (100%) WCCs 2-1. 50% of WCCs understand the concept of participatory watershed management and local governance.	• Training reports • Public auditing report • Project Report • Minutes of VDC • Monthly report of Motivators • Meeting Minutes of District Working Committee • Approval letter • Memorandum • Training reports	
	2-2. 75% of wee improve their institutional capacity		
3. Concept of local governance in participatory watershed management is promoted.	2-3. A1 least 1,500 sub-project's during 3 years (includes both project supports and VDC/DDC Collaboration)		
	3-1. 75% of training participants understand concept of local governance in participatory watershed management.		
4. Internalization of SABIHAA			

model is promoted.	3-2. 80% of WCC organize public auditing. 3-3. At least once a year District Working Committee/workshop are held 4-1. Revised OG is officially approved by DSCWM 4-2. Joint understanding memorandum on institutionalization of the SABIHAA model for better watershed management and local governance is exchanged. 4·3. 75% of total DSCO Chiefs understand the concept of SABIHAA model.		
Activities: **Activities for Output 1:** 1· 1 Review the SAB!HAA model replication activities 1.2 Conduct baseline survey to assess the current status of skills and expertise of DSCWM and DSCOs on participatory watershed management and identify the training needs 1.3 Develop a training packages based on 1.1 and 1.4 Conduct training for DSCOs based on 1.3. 1.5 Implement participatory watershed management activities in the targeted areas.	I**nput**:		Pre-Conditions
	Japanese side "Experts • Watershed management • Local governance. • Social mobilization. • Chief Advisor and Coordinator may serve concurrently as one of the above-mentioned	**Nepalese side** Counterparts • Project Director • Project Manager. • District Soil Conservation Officers {DSCOs) • Motivators Land, Buildings and facilities. Project Offices (Pokhara and	Community people accepts The Project

1.6 Organize skill development training/technology transfer for DSCOs staff in abroad. 1.7 Organize Result Sharing Workshop. **Activities for Output 2:** 2.1 Formation of WCC and POWER groups. 2.2 Formulation of CBRMP, CRMP and AAP. 2.3 Implementation of CBRMP, CRMP and AAP 2.4 Conduct training for community people based on 2.5 Conduct workshops/exposures/OJT for community people. 2.6 Organize self-evaluation of WCC activities. **Activities for Output 3:** 3.1 Organize VDC level workshop in coordination with VDC. 3.2 Submission of CBRMP, CRMP, AAP to link with VDC plan. 3.3 Organize interaction programme with WCC, POWER and VDC. 3.4 Organize District Working Committee Meeting/workshop. 3.5 Conduct training to WCC/POWERJVOC on local governance based on 3.6 Organize public auditing of wee activities. 3-7 Establish wee network at VDC level. Activities tor Output 4: 4.1 Establish the Exit Strategy Working Group (ESWG) and develop strategy to mainstream	experts or another. **Equipment** Facilities for training workshops. Vehicles. Facilities far soil conservation assessment *Local costs A portion of project implementation cost Training of Nepal Personnel in Japan/Third country	Kathmandu). Meeting rooms for workshops. Local Costs Salaries of counterparts A portion of SABIHAA implementation cost-A portion of project implementation cost	

SABIHAA model into DSCWM.		
4.2 Conduct fact finding survey.		
4.3 Conduct In-depth survey.		
4.4 Conduct training to replication sites and non-SABIHAA districts.		
4.5 Revise Operational Guideline to hand over to DSCWM.		

Annex-10: List of trainees participated in the training and workshop

Output 1: Capacity of DSCOs on Participatory Watershed Management in the target areas is improved	Indicator 1.1	
	Number of DSCOs and DSCOs-techs participated in the participatory watershed management training/workshops	
	DSCO officer	DSCO-techs
OG orientation for DSCO-tech	2	27
Gender & Social inclusion, Conflict Sensitive Dev. for Motivators	3	27
Community Dev. and Local Governance for OSCO.tech	0	13
Project Management training	7	1
OJT training for DSCO Chief	8	0
Project Management training	0	24
New trends of Watershed Mgt Principles training (GIS, Clinrnte change) **	5	22
8) Participatory Planning & Local Governance training	2	30
GIS training (Basic)	3	28
Participatory Watershed Management Training in Thailand	1	30
GIS Advance course training	0	8
Development & Governance training	3	27
13) Training on 'GIS Advance Course	5	6
Training on 'GIS Advance Course	4	7
Erosion Susceptibility Mapping using GJS Techniques	5	6
Sub-total	48	256
Total (persons)/average (%)	304	

*Both results arc averages of the entire 8 district including other participants like motivators and VDC secretaries
** Referred the GIS training report

Annex-11: Year wise type and total numbers of sub-projects implemented by WCC and POWER

11.1 Sub-projects implemented by WCC

Sr.	Types of SP	Total No.				4 years accumulated
		2010	2011	2012	2013	
1	Water Source Protection	9	133	138	108	388
2	Irrigation Scheme	9	38	37	36	120
3	Road Slope Stabilization	-	22	32	30	84
4	Foot Trail Improvement	13	30	26	29	98
5	Land Slide Control	3	34	25	26	88
6	Greenery Promotion	-	5	27	18	50
7	Stream Bank Protection/ Riverbank Protection	-	9	9	16	34
8	Gully Control	3	25	22	10	60
9	Drainage Channel Construction	-	-	8	9	17
10	Fencing	-	-	3	9	12
11	Conservation Pond	5	10	5	6	26
12	Trail Bridge	-	1	1	1	3
Total		42	307	333	298	980

Source: PWMLGP

11.2 Sub-projects implemented by POWER

Sr.	Types of POWER activities	Year			Four year.s accumulated
		2011	2012	2013	
1	Goat Raising	149	155	123	427
2	Poultry Farming	27	27	23	77
3	Pig Raising	21	14	10	45
4	Buffalo Raising	3	1	3	7
5	Rabbit Raising	1	-	1	2
6	Duck Raising	1	-	-	1
7	Vegetable Farming	20	18	51	89
8	Ginger Farming	87	56	7	150
9	Potato Farming	6	45	81	132
10	Turmeric Farming	12	13	16	41
11	Cardamom Farming	2	11	2	15
12	Garlic Farming	-	1	7	8
13	Tomato Farming	-	2	-	2
14	Fruit Plantation	31	1	3	35
15	Fodder Tree	-	1	-	1
16	Coffee Plantation	-	-	1	1
17	Candle Making	3	-	1	4
18	Making Incense Sticks	-	-	1	1
19	Soap Making	-	-	1	1
20	Plastic Pond Construction	1	-	-	1
Total		364	345	331	1,040

Source: PWMLGP

Terms of Refet'ence (ToR) for Impact Evaluation of Participatory Watershed Management and Local Governance Project (PWMLG

1.Background of the Third-Party Evaluation by NPC

National Planning Commission (NPC) implement third party of the government high priority programmes and projects based on National Monitoring and Evaluation (M&E) Guideline 2070. In order to review the current situation,operation,maintenance, management and replication of the completed (or on-going) programme and projects naturally and impartially, NPC through competitive bidding process selects and dispatches third party evaluators.

For FY 2013/2014, upon the request of Ministry of Forest and Soil Conservation (MoFSC), the NPC has decided to evaluate "Participatory Watershed Management and Local Government Project (PWMLGP)", which is on-going JICA's technical assistance and DSCWM/MoFSC executed programme/project.

NPCS M&E Division is responsible coordination of the supervision of the evaluation work. This third party evaluation will be conduct with the technical and financial support of the Project for Strengthening the Monitoring and Evaluation System in Nepal Phase II (SMES2). The NPCS Sub-Taskforce and SMES2 are responsible to facilities, monitor, and supervise the evaluation.

2. Objectives of the Evaluation

The main objectives of the PWMLGP evaluation are:

(1) to assess the result and the current status of the project by using the five OECD/DAC evaluation criteria (relevance, effectiveness, impact, efficiency and sustainability) in order to promote accountability toward result; and

(2) to expert lesson learnt and prepare recommendation to enhance the design, implementation, operation and management of the similar future programme/ projects.

3. Background of the Target Project

The PWMLGP has been in implementation from 15/07/2009 to 14/07/2014. The project aims at strengthening participatory watershed management and local governance by ensuring people's participation in all stages. The PWMLGP is a continuation of Samudayik Bikash Tatha Hariyali Ayojana (SABIHAA) (Community Development and Greenery Project) implemented from 1994 to 2005. Before SABIHAA Project, in 1991-1994, Department of Soil Conservation and Watershed Management (DSCWM) and JICA implemented Forestry Project with the objective to improve the forestry extension. In addition, Ministry of Forests and Soil Conservation (MoFSC) has been implementing Samudayik Bikash Tatha Ban Jalaadhar Samrakchhan Aayojana (Community and Forest/Watershed Conservation Project)

From the FY 2067/068 B.S.

With the learning of these Projects starting from 2 districts (Kaski and Parbat), PWMLGP is being implemented in 8 districts (Kaski, Parbat, Myagdi, Baglung, Syangha, Tanahu Kavre and Sindhupalchok) with JICA collaboration and Government of Nepal's own resources in expanding to additional Wards in the same 8 districts. The total budget of the PWMLGP for 5 years is USD$5.2 million with JICA technical assistance. (Source Mof, AMP). For those locations, see Annex 1.

PWMLGP's goal is to "Improve participatory management in better collaboration with District Soil Conservation Office (DSCO) and local bodies are applied in other districts by the initiativeof Mofsc and

MoFALD ". The purpose of the PWMLGP is to improve participatory watershed management in better collaboration with DSCO and local bodies is implemented in the target districts.

To achieve the set objective, the PWMLGP has specific outputs:

Output 1: Capacity of DSCWM and DSCO on participatory watershed management in the target area is improve.

Output 2 : Capacity of community people in targeted districts on participatory watershed management and local governance is enhanced.

Output 3 : Concept of local governance in participatory watershed management is promoted. (Institutional arrangement for the implementation of participatory management is reviewed in line with local governance.)

4. Scope of the Evaluation:

Evaluation will be conducted in order to i) find the facts of the PWMLGP (treatment area, SABIHAA replication area and control area); ii) evaluate Relevance, Effectiveness, Efficiency, impact, Sustainability, and Overall Evaluative Conclusion of the PWMLGP; iii) **conduct two special studies (replication issue and comparative study)**, and iv) provide the recommendations to improve the implementation of the similar projects and future policy/program/plan formulation in the forest sector especially watershed management (development, sustainability and use of resources).

4.1< Facts and information to be identified as basis for special study >

The following facts and information should be collected as a basis for further evaluation.

(1) Forests and watershed mansgenment strategies, policies, programme, projects and strategies for development, sustainability and mobilization of resources.

(2) Role and responsibilties of stakeholder and their performance (WCC, WCF, CAC, SP and POWER members group, communities, local non government organization, civil societies, local bodies(DDCs, VDCs) and district level sectoral agencies offices (DSCO, DFO, DLSO, DADO, etc, DSCWM, DoF, MoFSC, MoFALD and other related agensies) in the implementation and continuation of the project activities

(4) Methods and processes adopted to selected targeted groups, beneficieries

(5) selected processes of WCC and POWER group of beneficieries

(6) Coordination among srakeholder

(7) Organizational structure, decision-making process and administation and financial status of the WCC and POWER groups, (Saving Credit group and cooperative)

(8) Promotion of gender, equity and social inclusiveness among stakeholder

4.2< Facts to be identified as basis for 5 criteria evaluation>

The following facts and information should be collected as a basis for further evaluation

(1) Basis information of program

- overall goal, objectives and planned activities, etc

- period, target area, implementation agencies, etc

(2) Management of the program

-(Here, targeting, formation, participation and other aspect mentioned should be written) Continuity and relication of the project

(3) Implimentation of input, activities and output

- Planned and achieved input
- Planned and achieved activities
- Planned and achieved outputs (#of beneficieries,# of organizations established,# of infrastructures, amount of fund used,etc)

(4) Information on initial outcomes

- Degree and extent that improved particcipatory watershed management is implemented (in better collaboration with DSCO and local bodies in the target districts)
- Sub-Projects selected by WCC (11 type) and POWER groups (18 types) are co-funded/collaborated with local bodies or other institutions.

(5) Information on intermediate outcomes

- Degree and extent that improved participatory watershed management is replicated (in the target districts) (in better collaboration with DSCO and local bodies)
- Degree and extent that recognition/awareness and skills of (i) participatory watershed management,
- gender equality and social inclusion (GESI), and (iii) local governance are enhanced and promoted (in target group/areas)
    - Degree and extent that livelihood of (i) community people in general, and (ii) poor people and occupational caste (Dalits and indigenous nationalities) and Women are improved (in target groups/areas)
    - values of indiator os social aspects nd poverty level (health, education and other socioeconomic aspects)

4.3<Evaluation>

Based on the facts, the project should be evaluated by using the five valuaiton criteria Relevance, Effectiveness, Impact, efficiency, and Sustainabilityand apply the rating standards(see the following table)

(1) Relevance: (Consistency with givernment poloiciec, logic of intervention; to extent Project goal, pirpose addressed needs of the target beneficiery)

(2) effectiveness: (Short-term/direct effect)- to what extent did the PWMLGP achieve the objective (ie, " initial outcome"), or likely to be achieved.

(3 Impact (Long-term/Indirct effect)-to what extent do the PWMLGP constribute to higher goals (i.e,"Intermediate Outcome").

(4)Effiency (Cost-Benifits comparison) -Calculation or of Cost Benifit Ratio (CBR) cost efficiency/effectiveness analysis

(5) Sustainability from the i) financial aspect ; ii) Technical sapect; iii) Organizational arrangement aspect; iv) environmental aspect; and v) others

(6) Overall evaluative conclusion (integration of five evaluation results)

The project should be assesed from the view point of the cross-cutting issues: such gender-equity, social inclusion, community participation and management etc.

4.4 <Special Study>

Special studies based on the specific themes indicated by the client should be conducted. The theme selected are as foll0ws

Theme 1: Comparative study of the SABIHHA/PWMLGP model with other models that GoN has initiated for community-level watershed management if any exists. (Consultants should search and find it).

Theme 2: necessary arrangement for replication of SABIHHA and PWMLGP model to other districts in Nepal – Role of MoFSC, MoFALD and DPs and proposed steps for nation-wide replication and enhancement of sustainability.

4.5<Recommendation>

Based on the facts and evaluation results, recommendations should be provided in order to improve the implementation of the similar projects and future policy/program/plan formulation in the agriculture sector.

4.6<Lessons learned>

Based on the facts and evaluation results, aspects that can be learnt as lessons should be explicitly mentioned in order to offer general knowledge for future formulation of policy, program and project.

5. Methodology and Approach2

5.1 Logic modeling

As a base for evaluation of each evaluation criteria. A logic model should be clearly specified. A draft of logic model is prepared and attached (See Annex 2 of this TOR). This is not necessarily the same as the PDM and it should be tailored to reflect more reality of initial outcomes, intermediate outcomes and final/long-term outcomes. A modified version of the logic model can be included in the proposal.

5.2 Data collection methodology

The following evaluation method should be used for the evaluation, (i) document review, (ii) field observation, (iii) interview, (iv)sample survey, and (v) triangular and integration. Based on the logic model (Annex2), the consultant should select methodology for collecting each data and selecting indicators and/or interview and survey questions. For more details, see Annex 3 of this TOR. A consultant should fill in the "list of data collection methodology" and include in its proposal.

- Review of existing document such as plan, policies/policy statements, available related appraisal reports, Sub-Projects and grants support to POWER and management procedure, socioeconomic survey, project result based monitoring, periodic progress reports, baseline report, and project completion report.

   [2]Methodology and approach (required tools) shall be finalized in close consultation with Sub-Taskforce Team/NPCS

- Field observation of the project activities implemented by SPs, POWER groups and linkages of planning, implementation, monitoring and evaluation carried out by WCCs, WCFs, CACs, POWER groups, VDC/DDC or DSCWM, DSCO; meetings of beneficiaries, institutional partnerships, services provided by Partner Organizations/social mobilizers, construction sites of infrastructure, etc.

- Interview (including key informant interview and focus group interview)

  - Interview with project management unit personal about project outcome and impact, logic to achieve the project purpose and goals, and sustainability of the project, etc.

  - Interview with WCCs, POWER group/cooperative members and women abot their roles, responsibilities and satisfaction with the projects etc.

- Interview with VDC/DDC, DSCO and other related local agencies about the institutional partnerships and the community participation

- Interview with executive agencies (DSCWM, MoFSC) and other

- Sample survey of beneficiaries about level and status of (1) capacity of DSCOs and communities etc; (2) the degree and extent of participatory watershed management adopted; (3) Recognition/awareness and skills of (i) participatory watershed management, (ii)gender equality and social inclusion (GESI), and (iii) local governance to enhance and promote (planning, implementation, accountability abd transparency in target group); (4) livelihood of community people in general and poor people, occupational caste (Dalits and Indigenous nationalities) and women (on production/processing/marketing of agriculture products; income and expenditure; Health, education and other socioeconomic aspects.)

  Also sample survey collect response of beneficiaries about their satisfaction with the services provided by the project, the financial changes brought about by the project, skilled based training, investment form the project and beneficiaries, status of living etc.

- Triangulation and integration of data and information: triangulation approach should be adopted in various stages of the evaluation process namely; in designing questionnaires/instruments in data collection and also in the analysis of data. After the triangulation of data/information obtained by the study, it should be insured that tha analysis should integrate findings with adequate explanation(qualitative information)

5.3 Sample selection and sample size

Approaches of sample survey are as follows
- All 8 districts (kavre, Sindhupalchowk, Tanahu, Parbat, Myagdi, Baglung and Syangja districrts) should be covered.
- Sample size and sampling methodology will be discussed and decided with sub-taskforce.

Population
- Primary population: Members of WCCs/POWER group member in 8 districts
- Wider population: members of Ward where Sub-Projects are implemented in 8 districts.

Sample size
- Need to ell represent characteristic of population, for example in the case of district domain statistically valid sample size should be proposed .
- Well accepted formula or some general principle should be applied.
- Sample should be collected at the treatment areas (the area affected bu the project) and control areas (the area not affected by the project)
- Ratio of treatment vs. control should satisfy the generally agreed ratio (eg. 3:1)

  Sampling method
- Sample should be collected from each community using the household list developed and stored at DSCOs/DSCWM and project office or recently updated voter list of the last constituent assembly.

- Stratified sampling should be applied (see more detail in annex 3)

For more detail about sample selection, see annex 4. The consultant should propose a clear idea of sampling methodology and sample size in its proposal.

5.4 Design and impact evaluation

In the evaluation, so called "with-without and before-after design" should be applied. Data should be collected both "before" (by recall if necessary) and after intervention at both treatment groups and control group. some advanced statistical analysis should be applied in addition to simple t-test in order to appropriately estimate the degree of impact. The consultant should propose which statistical analysis will be applied in its proposal. For more detail design of impact evaluation see Annex 5.

5.5 Approach of efficiency evaluation

Cost-benefit ratio, cost-effectiveness comparison, and /or economic internal rate of return (EIRR) should be calculated. When the consultant uses Cost-benefit analysis, the benefit and the cost should clearly identified and monetized. The duration of calculation and the discount ratio should be clearly declared.

Benefit: all positive effect (direct and indirect, short-term, mid-term and long-term)

Cost: (i)   Actual expenditure of the program

- All negative effect (including environmental effect)

6. Physical Facilities and Resources Needed

No special physical facilities and resources are to be needed/required for this evaluation.

7. Team composition

The consultant team of the third party evaluation shall be composed of (1) Team leader/Evaluation Specialist; (2) Natural Resource management (NRM) Specialist/Watershed management/Forestry; (3) Agriculture Specialist; (4) Social Survey Specialist; (5) Statistician. It will be preferable to include member in team composition.

Qualification and Experience of the consultants are:

- Team Leader/Evaluation Specialist
  - Minimum qualification; masters in related field
  - Export specialized in program/project evaluation and impact evaluation
  - Has significant experience (minimum five years) in projet/program evaluation in the related area
  - Expert specialized in or has background in the related area.
- NRM Specialist/Watershed Management/Forestry
  - Minimum qualification: Master in related field
  - Expert specialized in or has significant background in the Watershed Management/Forestry sector
  - Has significant experience (minimum three year), preferably has background in project/program evaluation in the Watershed Management/forest or social development sector.
- Agri-Economic/Agriculture Specialist
  - Minimum qualification: Master in related field

- Expert who has experience (minimum three years) and expertise of agri-economics or agriculture
- Expert specialized in or has significant background preferably has social research and interview survey
  - Social Survey specialist Minimum qualification: Master in related field
    - Expert specialized in or has background in the area of sociology and/or social survey; and
    - Expert who has significant experience (minimum three year) of social research and interview survey
  - Statistician
    - Minimum qualification: Master in related field
    - Expert specialized in or has background in the area of statistics; and
    - Have knowledge and experience (minimum three years) in statistical data collection and analysis in the area of forests, watershed management, agriculture and community development

8. Implementation Schedule and major activities

Timeline	Activities
April 3rd week-1st week of May 2014	- Developed evaluation design, survey schedule, survey/interview/observation sheets and data input form in collaboration with the sub-taskforce. - Briefing by PWMLGP team - Create and submit the inception report

May 2ndweek-2ndweek of June 2014
 	
End of June 2014
	- Conduct data collection form
	  - Review of existing document
	  - Re-examination of existing survey data, if any,
	  - Sample household survey
	  - Interviews and
	  - Field observation
	- Prepare and submit the field report
	- Make a presentation of the field report

July-mid Aug 2014 End of august 2014	- Data entry/Analysis report preparation - Submit the draft report to the sub-taskforce through SMES2
August 2014 End of September 2014	- Update the draft report based on the comments given by the sub-taskforce and the NPCS. - Finalize and submit report

9. types of the Evaluation Report

The consultant team will submit the following types of evaluation reports by both hardcopy and softcopy. All the output are to be prepared in English. In addition, the executive summary of final report should be prepared in Nepali.

Inception report (5 set)
- Field report (5 set)
- Evaluation report
  - Draft final report (5 set)
  - Final report (5set)
- Interview minutes (1 set)
- Raw data (STATA/SPSS format and excel format)

10. Suggested outline of Evaluation Report

The report will include the following
Preface
Summary
- Introduction of evaluation
  - background
  - objective
  - description of evaluator (Name, Academic Background, etc)
  - approach and method of evaluation
- qualitative method
- quantitative method
- triangulation method
  - limitation of the evaluation
- basic information of project
  - background
  - goals/objective
  - description of project
  - cost invested
  - plan and achievement of project (please include the following table)

plan/target	Achievement
- input - activity - output	- input - activity - output

- Fact Finding (analysis and data collected)

3-1 data collected and analysis of initial outcomes
3-2 data collected and analysis of intermediate outcome
3-3 data collected and analysis of satisfaction of beneficiaries
3-4 data collected and analysis of other dimensions

IV. Evaluation Result
4-1 Relevance (Consistency with Government policies and Logilicity of intervention)
4-2 Effectiveness (short-term/ direct effect)
4-3 Impact (long term/ direct effect)
4-4 Efficiency (cost-benefit/indirect effect)
4-5 Sustainability
(i) Financial aspect ; (ii) Technical aspect; (iii) Organizational arrangement aspect;
(iv) Environmental aspect; (v) others
4-6 Assessments of the cross-Cutting Issues
4-7 Overall Evaluative Conclusion (integration of five evaluation result)

IV Special Study

5-1 Special study 1: Theme 1: Comparative study oa SABIHHA/PWMLGP model with other models that GoN has initiated for community-level watershed management if any exists.(Consultant should find and search it)

5-2 Special Study 2: Theme 2: Necessary arrangement of replication of SABIHHA and PWMLGP models to other districts in Nepal - Role of MoFSC, MoFALD and DPs and proposed steps of nationwide replication and enhancement of sustainability.

V Recommendation

6-1 Recommendation for operation and management of the projects (ideas for improvement)

6-2 Recommendation for future policy/Program planning

VI Lessoned learned

VII Annex:

- Reference list; detaiked data collected; list of interviews
- Brief CV of evaluater; TOR of evaluation, etc.

11. Contact person for Evaluation

Mr. Gokil Khadka, Cordinator, Sub-taskforce Committee

Mr Khagendra Subba , SMES2 Project

Address:NPSC, Singa Darbar, Kathmandu

E-mail Address: gkhadka2npc.gov.np, khagendra.subba@gmail.com