

## **Final Evaluation of the Project “Strengthening Implementation of the Women, Peace and Security Agenda in Nepal (SIWPSAN)”**

### **Final Evaluation Report Summary**

8<sup>th</sup> December 2016

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#### **1. Context of SIWPSAN Project**

The UNSCR 1325 is a landmark on women, peace and security that affirms the importance of the participation of women and inclusion of gender perspectives in peacebuilding, peace keeping operations, post conflict peacebuilding and governance and humanitarian planning. Similarly, UN resolution 1820 recognizes sexual violence as a tactic of war and a matter of international peace and security that necessitates a security response. Nepal witnessed a decade-long armed conflict (1996-2006) between the Government of Nepal (GoN) and the Communist Party of Nepal (CPN-Maoist) concluded in November 2006 with the signing of the Comprehensive Peace Agreement (CPA) between an alliance of the seven political parties and the CPN (Maoist). The end of the conflict in Nepal also brought about a transition to secular democratic governance ending in 2008 the 239-year-old monarchy and declaring Nepal a federal democratic republic and a secular state. Although women were not included during 2006 peace agreement yet along with transition to secular democratic governance Nepal witnessed a push from women's groups for equal participation and protection in the constitution during the post conflict period.

In the post-conflict period of transformation, recovery and reconstruction, Nepal prepared and launched its National Action Plan (NAP) on the UNSCRs 1325 and 1820 on 17 February 2011 in Kathmandu. In fact, Nepal was the first country in South Asia and second in Asia to adopt a 5 years NAP on UNSCRs 1325 and 1820 covering the period 2011 to 2016. The NAP was contextualized within a broader set of government policies and demonstrated the political commitment and high priority of the Government of Nepal to issues related to women, peace and security in the post-conflict context of Nepal.

The NAP, led by the Ministry of Peace and Reconstruction, was developed through an intensively collaborative and participatory process across the country in which representatives from other government agencies, development partners, and civil society, were engaged. In fact, consultations were held in 52 of 75 districts covering all five development regions, making Nepal's NAP the most consulted NAP globally. The NAP is built on 5 pillars namely: participation, protection and prevention, promotion, relief and recovery and resource management and monitoring and evaluation. The NAP aimed for the participation and leadership of women at all levels of decision-making, conflict transformation and peacebuilding processes. Therefore, translating the NAP into practice represented an important and ambitious task.

#### **2. SIWPSAN project overview**

In order to support the national priorities and commitments on gender equality and women's empowerment, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) implemented 54 months' project “Strengthening Implementation of the Women, Peace and Security Agenda in Nepal (SIWPSAN): Towards Implementation of National Action Plan on

UNSCRs 1325 and 1820” starting from June 2012 to December 2016. The project budget was Euro 1,541,738 (equivalent to USD 1,973,5741) fully funded by government of Finland.

The project was designed to support the GoN in its efforts to implement and monitor NAP on UNSCRs 1325 and 1820 at the national and local level. The project is in line with the NAP’s five pillars (participation, protection and prevention, promotion, relief and recovery, and resource management, monitoring and evaluation) and supporting specific global indicators: 19, 20, 25 and 26 of UNSCR 1325. SIWPSAN was managed by UN Women through different partners including Ministry of Women, Children and Social Welfare (MoWCSW), Department of Women and Children (DWC) at central level and three local NGO partners, namely Dalit Help Society (DHS) in Bhajhang, Creative Development Society (CDS) in Doti and Backward Awareness Society (BASE) in Kailali with occasional technical support from Training Centre Nepal (TCN) Search for Common Ground (SfCG), Local Development Training Centre (LDTA), SAATHI, Krishna Consultancy, IOM, UNDP and 1325 Action Group.

The specific objectives of the project are:

- i) To enhance the collective capability of national and local level government and other relevant stakeholders to implement and monitor the NAP on UNSCRs 1325 and 1820;
- ii) To economically and socially empower conflict affected women and former combatants in three districts through comprehensive assessment of their needs and their operating environment, and innovative programmes and
- iii) To enhance the leadership and participation of women in key-decision making structures in the project districts.

The project aims to realise the above objectives through the following three outcomes:

- 1) **Outcome 1:** MoWCSW and the District Coordination Committee (DCCs) have enhanced collective capability<sup>2</sup> at both the national and local levels to implement and monitor the NAP on resolutions 1325 and 1820
- 2) **Outcome 2:** Conflict-affected women and former women combatants in the three project districts are economically and socially empowered.
- 3) **Outcome 3:** Enhanced leadership and participation of women in key decision-making structures in the three project districts.

The project was implemented in Bajhang, Doti and Kailali districts of Nepal from June 2012 to December 2016 for social and economic empowerment of conflict affected women (CAW), former women combatant and victims of torture and conflict related sexual violence. The decision on the particular districts was made on the basis of criteria shared with Government of Finland and the Ministry of Peace and Reconstruction (MoPR) and “involved prioritizing districts prioritized by Nepal’s UNDAF 2013-2017, districts having high impact on conflict, districts representing mountain, hill and Terai regions; districts having some proximity to UN’s Existing regional field and

<sup>1</sup> The USD 1,973,574 the total amount received accounting the dollar fluctuation.

<sup>2</sup> Capability is meant as the capacity to: i) formulate adequate programmes to promote women’s leadership and participation in peace and governance processes (including identification and removal of discriminatory provisions in existing programmes); ii) advocate for the inclusion of gender equality and NAP commitments in national and local foundational planning documents; iii) effectively advocate for, and demand accountability of, institutions to develop and implement commitments to women’s leadership and participation outlined in the NAP; iv) share information derived from the monitoring of implementation of NAP with relevant individual or groups.

coordination offices; districts with the presence of UN Women programme; districts with other Finland supported programmes” .

As per commitment of UN Women Nepal with the Government of Finland about conducting final evaluation by external team, the UN Women Nepal Country Office commissioned the final evaluation to Lattanzio Advisory SpA on global competitive basis.

### **3. Purpose, objectives and scope of the evaluation**

The purpose of this evaluation is to support Government of Nepal (GoN), UN Women and the Government of Finland (GoF) in implementing the future work on WPS agenda. Broad objectives are to assess the extent to which the collective capability at both national and regional levels to implement and monitor the NAP on UNSCRs 1325 and 1820 has been enhanced; conflict affected women and former women combatants have been economically and socially empowered and women’s leaderships in key decision making positions have been enhanced. The specific objectives are:

- 1) Assess the Relevance to which the expected results are able to i) meet the real needs and rights of targeted beneficiaries, ii) reduce inequalities and iii) are capable to ensure the achievement of national priorities and partners’ and donors’ policies and plan;
- 2) Assess the effectiveness of SIWPSAN, i.e. extent to which the project Outcomes were achieved;
- 3) Assess the Efficiency of SIWPSAN, i.e. if and how the resources available (in terms of funds, time, expertise etc.) have been converted into concrete results;
- 4) Assess the Sustainability of the project, i.e. asses i) the possibility of long-terms benefits due to the project and ii) the resilience to risk of the net benefit flows over time;
- 5) Assess the impact of the project which is intended as observable changes in the target groups which can be attributed to the project;
- 6) Analyse to what extent human rights approach and gender equality principles have been integrated in the implementation of the project.

The temporal scope of this evaluation encompassed the project since its inception phase (June 2012- May 2013) until December 2016. The geographic scope covered Kathmandu at national level and three project districts in the Far West Region, i.e. Kailali, Doti and Bajhang, at regional level. Within each district, two out of the five project Village Development Committees (VDCs) have been visited. The substantive scope of the evaluation focused on the achieved results and progress, gaps and challenges with regards to the progress made towards achievement of 15 outputs and three outcomes of the project as mentioned in the Results and Resource Framework (RRF). It further assessed the changes on life of target groups and gender equality as a result of project, ownership of stakeholders, and likelihood of sustainability of the actions. Additionally, the evaluation identified, whenever possible, the positive and negative changes produced directly or indirectly by the project on the opportunities of different groups of women, and on the socioeconomic conditions in their localities

### **4. Approach and Methodology**

The evaluation had a predominantly summative nature and it collected evidence to assess the programmatic progress and analysed how and what extent the results and achievements have

affected the outcome level progress. Furthermore, this evaluation kept a Human Rights and Gender Responsive approach. Additionally, in order to evaluate the impact of SIWPSAN intended as “observable changes of target groups and gender equality as a result of the project”, the evaluation team applied an appreciative inquiry approach that looked at investigating the project’s positive outcomes and their root causes in order to understand and replicate these rather than looking to understand why the project has not worked.

In order to explore the causal links between inputs and outcomes the contribution analysis has been followed. Building on the existing theory of change, it has helped to find evidences of links between different layers of the programme framework.

The evaluation was guided by an evaluation matrix that was based on broad evaluation criteria and questions initially included in the TOR. Sub-questions and indicators were developed by the evaluation team for each question. The quantitative survey was conducted with 98 beneficiaries selected randomly making use of statistical sampling theory from six Village Development Committees (VDCs) in the three districts (2 VDCs each). The total sample size was proportionately distributed to CAW, Inter-party Women Network (IPWN), DCC and training graduates. The VDCs were selected purposively in a way that they captured maximum variations in the district of the project interventions. There were four criteria considered for selecting the VDCs; these were presence of beneficiary CAWs, presence of beneficiary IPWN members, presence of training graduates of the project and presence of former women combatants.

**Table 1: Selected VDCs in three project districts**

Bajhang	Doti	Kailali
Chainpur (HQ)	Silgadi (HQ)	Dhangadi (HQ)
Subeda	Sanagaun	Masuriya
Ritthapatha	Laxminagar	Bauniya

In addition, more than 100 documents were reviewed by the evaluation team, including: UN Women strategic documents; SIWPSAN relevant evaluation/reviews; SIWPSAN progress reports; relevant partners’ and donors’ reports; relevant literature. Qualitative data collection was carried out with 210 stakeholders (out of which 171 were women and 39 men) at national and district levels and project sites using consultation, focus group discussion (FGD) and key informant interview (KII) techniques.

The data collected from the secondary and primary sources and from qualitative and quantitative methods have been analysed using triangulation techniques.

**5. Evaluation Findings**

There were a total of 32 main findings which are classified as per evaluation criteria (Relevance, Effectiveness, Efficiency, Sustainability, Impact, Gender Equality and Human Rights). These are summarised below as per criteria.

**Relevance:** The SIWPSAN project was found relevant locally, nationally and internationally. It was largely aligned with the national and international normative frameworks for gender equality and women’s empowerment (NAP implementation plan of Nepal on UNSCRs 1325 and 1820, Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), Beijing Platform for Action (BPfA), UN Women’s Corporate Strategic Plan, UNSCRs 1325 and 1820), and

three goals of the Sustainable Development Goals (SDG): 5 (Gender Equality), 10 (Reducing Inequality) and 16 (Peace and Justice). SIWPSAN was in line with the mandate and priorities of Government of Nepal in the localization of NAP on WPS for enhancing women's participation and developing their leadership at all level for decision-making, conflict transformation and peace building process. It captured those group of population, (the CAWs and former women combatants), which was not given exclusive attention by the government, other projects and agencies; Women Human Rights with the focus on WPS were largely integrated into the programme design and implementation. The project interventions were targeted to address the underlying social, economic and cultural inequality to a large extent. Though there are beneficiaries from multiple exclusions, the project did not pay special consideration to select the beneficiaries from most marginalized groups such as Dalit in proportion of their presence in the population. Rather the proportion of privileged group such as Chhetri was higher in the project intervention than their presence in the population. Also, gender equality demands the involvement of men, which was missing in this project. All seven recommendations of MTE were adopted and implemented through management response to evaluation process. The selection criteria and process were appropriate to a large extent, but other criteria such as presence of former women combatants, VAW survivors could have been added to specifically capture these diversities. Furthermore, UN Women had distinct comparative advantage in women, peace and security in normative, operational and coordination dimensions. It has also gained experience in and learned lessons from implementing such projects before since 2000 globally and 2001 nationally in Nepal. UN Women Nepal to a large extent correctly analysed and interpreted the on-going needs of the women's leadership and participation in peace, security and governance process at the local and country level and an enabling environment was created at national and local level.

**Effectiveness:** The project was found effective to a large extent while looking from the achievement in project outcomes (all five indicators to measure the three outcomes were achieved), involvement of the local government authorities in the program design and implementation, and incorporation of WPS agenda in the District Development Plan (DDP). The progress in non-project VDCs in terms of implementing and monitoring NAP localization on UNSCR 1325 and 1820 is lower compared to the project VDCs. Also considering positive and negative unexpected results, the project can be considered effective. The integration of political, social, economic and regional factors which were taken into account both in the design and implementation of the project contributed to make the project effective. Bottom-up planning and implementation approach linked with comprehensive package of the project, selection of DCC as a decision making forum at the district level, providing role of member secretary to WCO, positive attitude of the duty bearers and integration of entrepreneurship training with material support for business were the enabling factors; whereas, frequent turnover of staff, inadequate follow up of the training, no infrastructure support and inadequate human resource support for WCSCs were some hindering factor contributing to the achievement of planned outcomes. The project could have been more effective if all CAWs and former women combatants were covered by the project interventions within the selected VDCs, and targets were fulfilled by the participants of project VDCs in entrepreneurship vocational training. Also, though some improvement in the quality reporting of progress was made after the MTE no significant progress was noticed in post MTE progress measurement.

**Efficiency:** The SIWPSAN project was found efficiently managed to a large extent considering several dimensions. The management structure seemed to be well designed with the formation of PSC and joint monitoring mechanisms from central to district level that supported the programme

implementation. Resources were found strategically allocated to achieve the three outcomes of the project, budget allocation was made by dividing into three main heads such as programme cost, cost for human resources and other direct cost. Budget was also allocated against each activity which led to achievement of three outcomes. Moreover, the resources were managed transparently and in an accountable manner and there is a good match between inputs of resources and results achieved. The expense was 76.09% (USD 1,501,730) of the total budget (USD 1,973,574), whereas results were achieved by 96% when gauged from the 25 indicators of 15 outputs. However, the project might have been more efficient if budget were reached to the districts in time, especially from the government, cost saving mechanisms were used, such as reducing the number of days in residential training by increasing number of hours per day and organizing skill test during the residential training period rather than separately arranging.

**Sustainability:** There has been ownership of the project results by beneficiaries and partner organizations at the central and local level. MoWCSW at the central level and WCOs, DCCs, IPWNs at the local level have developed capacity to some extent to ensure ownership for continuation of good results brought about through implementation of NAP on UNSCR 1325 and 1820 with support from UN Women. Also, national agencies and local institutions have integrated NAP implementation at national level, district level and VDC level plans including budget allocation. National partners are, to some extent, committed to the continuation, replication and scaling up of the NAP agenda through guidelines prepared with support of the SIWPSAN project and that other agencies are involved in project districts to implement NAP agenda. Moreover, project beneficiaries were involved in some decision-making process for NAP implementation (especially in selecting enterprise, vender and purchasing materials for enterprise development) and local bodies have internalised CAWG and IPWN as a new force in politics, peace and security. They have started listening to the voice of target group and provided funds for their development under 10% budget allocated for women's development. However, it seems that level of participation of target groups in local organizations goes down if no further support is provided, further capacity development is necessary to enhance the existing skills of entrepreneurs (for some economic activities such as tailoring, beautician, cooking and mobile repair) and there is need for continuous advocacy for replication and scaling up with the focus on wider VDC coverage as well as coverage of excluded groups.

**Impact:** Women' leadership and participation in peace and security and governance process at the local level in the Far West Region has been increased thanks to SIWPSAN project contributions. As a result, stakeholders from CSOs and local governments are now collaborating and creating positive synergies starting from the bottom up approach in planning processes. The project substantially contributed to strengthen government institutions' capacity to implement and monitor the NAP by strengthening of DCC through capacity development and leaderships trainings and providing the MoWCSW material support. Their knowledge on WPS and behaviour towards right holders was changed to some extent. The project also contributed to the empowerment of CAWs and former women combatants economically in a significant way, especially of those who took part in enterprise development training. Economic empowerment, together with strengthened leadership capability, has also contributed to social empowerment of CAWs and former women combatants. The contribution of the project to leadership development of CAWs, IPWN and former women combatants to take leadership position in local organizations was also remarkable.

**Gender Equality and Human Rights:** The project was found focusing on marginalised, disadvantaged and excluded group including vulnerable women such as CAWs, former women combatants and VAW survivors, domestic violence victims, and SGBV victims. There was

participation of these group of people in project cycle and that project contributed to the enhancement in empowerment of them socially and economically. The project, however, could not pay especial attention to proportionately involve most vulnerable group among the vulnerable groups as the proportion of Dalit and Janajati was lower than what they had in the population; rather the proportion of Chhetri, which falls under the non-marginalised category, was higher in the project than their proportion in the population. Also, the project focus was more on UNSCR 1325 and the UNSCR 1820 agenda such as issues of victims of torture and conflict related sexual violence were not adequately addressed. Additionally, participation of the target group in planning, implementation and monitoring of SIWPSAN project has improved, to some extent, the feeling of ownership amongst stakeholders and this has been a good opportunity for effective planning and implementation of SIWPSAN. However, access to meetings and active participation to women particularly marginalized (those which are from remote locations for example) is still limited.

**Overall:** There are changes in the individual life of participants of the SIWPSAN project, in household and in the community. At the individual level, there was a significant change in the knowledge and level of awareness of participants regarding their rights and services of the duty bearers. Women gained capacity in putting forth their voices and doing business and supporting in household expenses. At the household level, there was a change at the knowledge level of household members on gender equality and women empowerment as well, as the family members perceived their household image increased as a result of empowerment of women. At the community level, there was increased participation of CAWs and former women combatants in local organisations (consumers' group, mothers' group, cooperatives, ward citizen forum, CBOs, school management committee, micro finance group etc. and increased reconciliation among community people.

## 6. Conclusions and lesson learned

The overarching conclusion of this evaluation is that the SIWPSAN project was able to bring positive changes in the (i) life of target group, especially the conflict affected women including the former women combatants (ii) house of these women and (iii) community that they live in. This change happened because of the change in capability of duty bearers at national and local level who provided services to them more transparently and accountably in the area of social and economic empowerment and their leadership development to take part in the local bodies and influence the decision.

### **Conclusion 1** (based on findings on Relevance):

The SIWPSAN project was relevant locally, nationally and globally in addition to its alignment with the UN Women's normative, operational and coordination dimensions. Locally, it targeted that sector of the population which was not adequately paid attention by the government and other development partners. It focused on reconciliation of conflict affected women by two warring parties which represents a very important component in the agenda of the government of Nepal. It also focused on global agenda such as Human Rights and Gender Equality as well as UNSCR 1325 and 1820 which attracted Ministry of Foreign Affairs, Finland to provide funding support for this project. The project, though was highly pertinent at different levels, it would have been more relevant, if it paid attention to bring on board the highly excluded caste/ethnic group such as Dalit and Janajati at least equal percentage in the project intervention which they have in the population in the respective project district.

### **Conclusion 2** (based on findings on Effectiveness):

The project was found effective to a large extent while looking from the achievement in project outcomes, influence of contextual factors in result achievement, unexpected positive and negative results, involvement of the local government authorities in the entire program design and implementation, comparing progress with non-project VDCs, improvement in the monitoring mechanisms, and incorporation of WPS agenda in the District Development Plan. The project could have been more effective if all CAWs and former women combatants were covered by the project interventions within the selected VDCs, and targets were fulfilled by the participants of project VDCs in entrepreneurship vocational training even by providing training at the clusters of the VDCs, rather than providing residential training in district headquarters. Similarly, providing progress report with support of both achieved and non-achieved indicators per outcome and output would have given solid evidence, rather than considering only the achieved indicators as per donor template.

**Conclusion 3** (based on findings on Efficiency):

The SIWPSAN project was efficiently managed to a large extent but attention was not paid to some cost-effective measures. Resource allocation was done activity wise and resources were managed transparently and expenses were made in a balance of input-output ratio. The project might have been more efficient if budget were reached to the district in time, especially from the government, cost saving mechanisms were used such as reducing the number of days in residential training by increasing number of hours per day, conducting skill development training in VDC cluster and organizing skill examination test during the residential training period rather than separately arranging it.

**Conclusion 4** (based on findings on Sustainability):

There has been some ownership of the project results by beneficiaries and partner organizations, line ministries and district line agencies. They have exhibited their commitment to continue the NAP agenda by integrating some aspects of NAP into their programmes, including in the District Development Plan. Both duty bearers and right holders have, to some extent developed their respective capacity and there is an established linkage between the two. These indicate that there is an environment developed to continue the results of the project. However, as the participation of target groups in local organizations is getting down, scaling up was limited to some areas only, and that advance training on some economic activities such as tailoring, beautician, cooking and mobile repair was seen necessary, further support to continue the good results is foreseen.

**Conclusion 5** (based on findings on Impact):

The project SIWPSAN was able to contribute to enhancing the capability collectively of duty bearers including the MoWCSW/DWC at the central level and DCC including its members WCO, DAO, DDC, DPO and others at local level. Their knowledge on WPS and behaviour towards right holders was changed to some extent. The project also contributed to the empowerment of CAWs and former women combatants socially and economically in a significant way, especially of those who took part in enterprise development training. The contribution of the project to leadership development of CAWs, IPWN and former women combatants to take leadership position in local organizations was also remarkable. However, issues of victims of torture and conflict related sexual violence were not adequately addressed as more emphasis was placed on the implementation of UNSCR 1325 compared to UNSCR 1820.

**Conclusion 6** (based on findings on Human Rights and Gender Equality):

The project was found focusing on marginalized, disadvantaged and excluded group including vulnerable women such as CAWs, former women combatants and VAW survivors, domestic



violence victims, and SGBV victims. There was participation of these group of people in project cycle and that project contributed to the enhancement in empowerment of them socially and economically. The project, however, as said before, could not pay especial attention to proportionately involve most vulnerable group among the vulnerable groups as the proportion of Dalit and Janajati was lower than what they had in the population.

### **Lessons Learned**

Moreover, there are 14 lessons learned from the project goal, project implementation and achievement of results. These are categorized into ownership, capacity and coordination dimensions.

**Lesson 1:** The goal of the project is stated as “Women lead and participate in peace, security and governance process at the local level in Far West Region”. The goal was largely attained and therefore the similar goal can be set to other VDCs in the current three districts, to other districts in the Far West Region and also to the districts in other Development Regions affected by conflict.

#### **A. Ownership:**

**Lesson 2:** Using existing structure rather than creating new ones for increasing the ownership of stakeholders leads to sustainable service.

**Lesson 3:** Bottom up and participatory planning process, which involves related stakeholders from the beginning of the project both at design and implementation, increases the ownership of the stakeholders and leads to the successful implementation and sustainability of results.

**Lesson 4:** Partnership among stakeholders with resource commitment increases ownership to results thereby leading to sustainability.

#### **B. Capacity development:**

**Lesson 5:** For innovative approaches such as localization of NAP, capacity building of both duty bearers and right holders provide better results.

**Lesson 6:** Marginalized groups of people who were bypassed previously by the development interventions need more frequent interactions with service providers rather than one shot event.

**Lesson 7:** Frequent change in the government is a normal phenomenon, therefore, capacity development program including the orientation should be provided also to the newly transferred staff.

**Lesson 8:** Right holders can claim over the resources available with duty bearer organizations if they are provided with information of the available resources with their increased capacity.

**Lesson 9:** Economic empowerment leads to other forms of empowerment, especially at home and also at community level.

**Lesson 10:** Increased individual capacity widens sphere of influence at home, community and beyond as was evidenced from this project where the women became change makers from the “victimhood”

#### **C. Coordination**

**Lesson 11:** DCC platform is appropriate platform to enhance coordination between stakeholders and as a starting point for a bottom up approach to planning.

**Lesson 12:** For effective localization of NAP, it is critical for GON and DPs to allocate adequate budget at the district level to support localization process like coordination, planning, monitoring, reporting, and integrating NAP into the DDP for increased ownership and accountability of different duty bearers.

**Lesson 13:** “One-time enemy is not every time enemy” as the people fighting each other in the past are now living harmoniously in community indicating that pattern of relationship changes with changing context.

**Lessons 14:** Issues of victims of torture and conflict related sexual violence were not adequately addressed. Coordinated efforts to support these victims in terms of their psycho-social, health, legal, education for children, employment and other services are necessary.

## 7. Key Recommendations

There are a dozens of key recommendations prepared based on findings. These are made specific to related stakeholders such as UN Women, Government of Nepal, implementing non-government partners and District Development Committee (DCC) and VDC.

### Recommendations for UN Women

- Give more priority to highly marginalized group including Dalit and Janajati to include more proportion in the project interventions than their presence in the population in all future projects.
- Keep project flexible to include within the beneficiaries group those genuine individuals who meet the selection criteria and have been missed for some reasons within project timeframe in all future project including SIWPSAN II
- Send fund directly by reflecting its contribution to Red Book (on-budget) but channel the fund to the concerned responsible party (off-budget)
- Increase per day training hours and decrease number of days to reduce logistic costs in the residential training of long duration and contribute to effective time management of participants
- Make CTEVT test an integral part in the training package rather than organizing the skill test separately to reduce the costs
- Provide advanced training to those who have taken basic training and established enterprise for tailoring, beautician, cooking and mobile repair as these enterprises have potential of earning high with advanced level of training
- Develop a mechanism to encourage senior level representation from government in joint field monitoring.
- Prepare progress report considering both achieved and not achieved indicators of both outputs and outcomes instead of considering only achieved indicators
- Forge partnership with related stakeholders including development partners (DPs) for their resource commitment to address issues of victims of torture and conflict related sexual violence

### Recommendations for Government of Nepal

- Disseminate, deliver and use guidelines developed through the project support (Gender Responsive Budgeting (GRB) Localization, Monitoring, Partnership, Safe House Operation and Gender Audit);

- Support UN Women to directly send budget to the related fund manager in the district;
- Give priority in the training programme of the Cottage and Small Industries to include more number of conflict affected women both in basic as well as advanced level training;

**Recommendations for implementing non-government partners**

- Advocate for integration of NAP agenda into regular programme of DCC member organizations and into VDC plan;
- Continue the good results of the project in the project VDCs and replicate them to new VDCs where NGO partners have presence

**Recommendations for DCCs and VDCs**

- Categorize VDCs into most remote, remote and less/no remote groups among the VDCs affected by conflict in the respective district and select at least one VDC from the most remote category;
- Integrate NAP agenda into DDP and VDCs plan using participatory and bottom up approach.