

**Independent Final Evaluation of the “Jobs for Peace Programme:
12,500 Youth Employed and Empowered through an Integrated
Approach” in Nepal**

(NEP/09/01M/UND)

FINAL REPORT
JUNE 16, 2011

Prepared by

Shubh K. Kumar-Range, Ph.D.

Harihar Acharya, Ph.D.

Evaluation Manager

Pamornrat Pringsulaka, ILO Regional Office for Asia and the Pacific

Table of Contents

1. List of Figures.....	3
2. List of Tables.....	3
3. List of Annexes.....	3
4. Acronyms.....	4
5. Project Background	
5.1 Background of Conflict in Nepal	6
5.2 Joint Project Development.....	7
5.3 Programme Objectives.....	8
5.4 Intervention Logic.....	8
5.5 Funding Arrangement.....	12
5.6 Implementation Arrangements and Role of ILO.....	12
5.7 Contribution of other Stakeholders.....	13
5.8 Programme Milestones.....	13
6. Evaluation Background	
6.1 Purpose and Primary Use of the Evaluation.....	13
6.2 Scope of Evaluation.....	14
6.3 Clients for the Evaluation.....	14
6.4 Operational Details	15
7. Evaluation Methodology	
7.1 Main Evaluation Criteria.....	15
7.2 Key Evaluation Questions.....	15
7.3 Methods Used.....	16
7.4 Data Sources.....	16
7.5 Stakeholders Participation in Evaluation Process.....	16
7.6 Limitations and Potential Sources of Bias.....	17
8. Main Findings	
8.1 Relevance and Strategic Fit of Programme.....	17
8.2 Achievement of Immediate Objectives.....	18
8.3 Contribution to Peace Building.....	22
8.4 Efficiency.....	24
8.5 Sustainability of Employment Impacts.....	25
8.6 Strengths and Weaknesses.....	26
9. Conclusions	
9.1 Overall Merit and Worth of the Programme.....	28
9.2 Lessons Learnt.....	29
9.3 Good Practices.....	30
9.4 Recommendations.....	31
10. Annexes.....	33

1 LIST OF FIGURES

Figure 1 : Programme Theory of Change.....	9
--	---

2 LIST OF TABLES

Table 1: Achievement of Immediate Objectives.....	20
Table 2: Gender and Ethnic breakdown of Participants.....	21

3 LIST OF ANNEXES

Annex 1: Terms of Reference.....	33
Annex 2: Revised Log Frame for Project.....	43
Annex 3: Evaluation Matrix - Key Questions and Methods.....	50
Annex 4: Stakeholders and Participants Met.....	57
Annex 5: Detailed Findings from Field Visits – by project Component...61	
Annex 6: References.....	70

4 ACRONYMS

BDS	Business Development Service
CDO	Chief District Officer
CIDD	Central Region Irrigation Development Division
COC	Chamber of Commerce
CO	Country Office
CPA	Comprehensive Peace Agreement
CPN(M)	Communist Party of Nepal (Maoist)
DADO	District Agriculture Development Office
DAG	Disadvantaged Group
DAO	District Administration Office
DCU	District Cooperative Union
DDC	District Development Committee
DFO	District Forest Office
DIO	District Irrigation Office
DLSO	District Livestock Services Office
DOC	Division Cooperative Office
DTO	District Technical Office
DWCP	Decent Work Country Programme
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
GO	Government Organization
IEDI	Industrial Enterprise Development Institute, Nepal
ILO	International Labour Organization/Office
INGO	International Non-Government Organization
IPM	Integrated Pest Management
IPs	Implementing Partners
JFFLS	Junior Farmer Field Life School

JP	Joint Programme
J4P	Jobs for Peace
LCED	Local Community Economic Development
LDO	Local Development Officer
LPC	Local Peace Committee
MEDF	Micro Enterprise Development Fund
MIS	Management Information System
NGO	Non-Government Organization
PAF	Poverty Alleviation Fund
ROAP	Regional Programme for Asia and the Pacific
SPA	Seven Party Alliance
SODC	Social Organizations District Coordination Committee
TMU	Technical Management Unit
TOPE	Training of Potential Entrepreneurs
TOSE	Training of Starting Entrepreneurs
TOT	Training of Trainers
UNDAF	United National Development Assistance Framework
UNPFN	United Nations Peace Fund for Nepal
VAHW	Village Animal Health Worker
VDC	Village Development Committee
WDO	Women's Development Office

5 PROJECT BACKGROUND

5.1 BACKGROUND OF CONFLICT IN NEPAL

Since 1990, Nepal has undergone considerable turbulence in its attempt to embrace more open political and economic systems. It has recently emerged from a long period of internal armed conflict after the Communist Party of Nepal (Maoist) – CPN (M) launched an insurgency in 1996. During that process, internal power struggles developed into a tri-polar conflict among the royal palace, the Maoists and the mainstreamed political parties. In November 2005, a Seven-Party Alliance (SPA) of parliamentary parties and CPN (M) signed a 12-point understanding vowing to “establish absolute democracy by ending autocratic monarchy”. This was followed by mass demonstrations across the country brought an end to the King’s direct rule, led to the restoration of Parliament and mutual ceasefire, and opened the way for further negotiations between the SPA and CPN (M). A Comprehensive Peace Agreement (CPA) was signed in November 2006, consolidating earlier agreements and understandings, and declared an end to the war. The conflict had claimed the lives of more than 13,000 since 1996. In addition the economy, especially the agriculture sector had been adversely affected as a result of the long period of internal conflict.

The extended period of conflict has taken a huge toll on the nation's development. According to the Human Development Report of 2006, Nepal still remains as the country with the least HDI in South Asia, and is placed at the 138th position in the Global Human Development. According to National Reports, underemployment among the country's labour force has increased from 32% to 42% during the past 10 years. The increase in underemployment rates reflects lack of capacity of the local economy to provide productive employment opportunities for the growing labour force. In particular, underemployment among the unskilled labour force, which has no or little formal education, is high. The 7 million youths aged between 15 and 29 constitute a large fraction of this group. Women are at a particular disadvantage in terms of obtaining decent and productive employment. According to the 2001 census, women comprise 44% of the economically active population. However, only 7.7% of the women labour force receives equal remuneration for their work, 63.4% are unpaid and the remaining women are self-employed. Spatial and social disparities in terms of region, caste, ethnicity and gender continue to be the dominant features of the Nepalese socio-economic landscape. Among socially excluded groups such as women, landless agricultural labourers, indigenous groups (Janajatis), Dalits, child labourers, bonded labourers, construction workers, and people at HIV/AIDS risks, poverty incidence is almost double compared to the national average.

5.2 JOINT PROJECT DEVELOPMENT

In response to this situation, the United Nations Peace Fund for Nepal (UNPFN) through consultations with stakeholders, identified a series of conflict factors, the successful resolution of which is required to safeguard the implementation of the Comprehensive Peace Accord and prevent the peace process from faltering. The 2008 UNPFN priority plan identified “Community Recovery” as one of the priorities. Under the “Community Recovery” element, specific reference is made to: “employment and youth empowerment by providing alternative options for members of youth movements including skills training and employment opportunities in conflict affected and other vulnerable areas”. This ILO-FAO Joint Project was designed to address these issues. Other priorities to be addressed included promoting the social inclusion of women and members of traditionally marginalized communities by leveraging two UN agencies’ comparative advantages.

ILO’s priority for Nepal’s DWCP is “the generation of productive employment for building sustained peace”, and the goals of this project are aligned with this overall priority, as well as ILO’s programme and budget outcomes 2010-11 under the Employment Pillar. Nepal is also an Asian country priority for in-progress endeavours of the Youth Employment Unit at the ILO ROAP in Bangkok for youth employment creation. This project brings to bear the previous work of ILO in Nepal in the areas of small enterprise development, employment intensive infrastructure development, skills development, and post-conflict rehabilitation.

The FAO is the first UN organization to which Nepal became a member and to have the first presence in the country in 1952. It can thus count on over half a century of institutional collaboration with the government and relevant ministries covering agriculture, natural resources and rural development. At present, FAO supports the implementation of about 1000 Farmer Field Schools in Nepal, covering around 35,000 farmers in a variety of farming and agricultural issues, including integrated pest management, community livestock, on-farm water management, among others. In addition, FAO has developed a community extension and education training called Junior Farmer Field and Life School (JFFLS), which specifically targets the youth to provide them with productive skills together with awareness on health, nutrition and social development.

The application of this combined background of ILO and FAO to youth employment generation is both relevant and strategic to the goals of the project.

5.3 PROGRAMME OBJECTIVES

According to the Programme Document:

"The proposed Project is titled *"Jobs for peace: 12,500 youth employed and empowered through an integrated approach"* and aims to contribute to national peace building and poverty reduction through employment and empowerment of youths. It will enhance conflict-affected youth's access to resources and skills that are critical for their livelihoods, and will create opportunities for productive and decent employment in affected communities, including through post-conflict rehabilitation if necessary. The Project will also promote the peaceful gathering of young people and communities through business development and social development activities, facilitating communication and interchange and strengthening the peace building process.

"This proposal aims to help at least 12,500 young women and men engaged in self-employment as well as enabling them to start and run their own business in agriculture, off-farm and non-farm activities, through an integrated approach which combines: i) development of community infrastructure; ii) training-cum-production; iii) entrepreneurship development; iv) empowerment of youth groups; v) strengthening of cooperatives; and vi) facilitating access to financial services vii) a trust fund for youth-led Projects. Different tools and methodologies of ILO and FAO will be integrated, adapted and made available for the creation of opportunities for productive employment and decent work."

According to the Nepal Labour Force Survey 2008, only 16.9% of the estimated total labour force of 11.8 million is in paid employment with 74% of the labour force working in the agricultural sector and 87% of the labour force based in rural areas. While national unemployment is low at 2.1%, over 68% of employed persons work less than 32 hours per week. The informal sector is a crucial source of available employment opportunities for the majority of the population. Unemployment and underemployment rates are highest amongst youth in the 15-29 age groups with youth amongst the marginalized and disadvantaged groups noted above worst affected.

In this context, areas that were most conflict affected are likely to be even worse off as economic activity is even more depressed there.

5.4 INTERVENTION LOGIC

Relevance of both Farm and Off-farm sector Employment Generation:

Employment generation activities require attention to both farm and off-farm job creation. From this perspective the joint ILO-FAO effort is very relevant.

According to the mid-term evaluation:

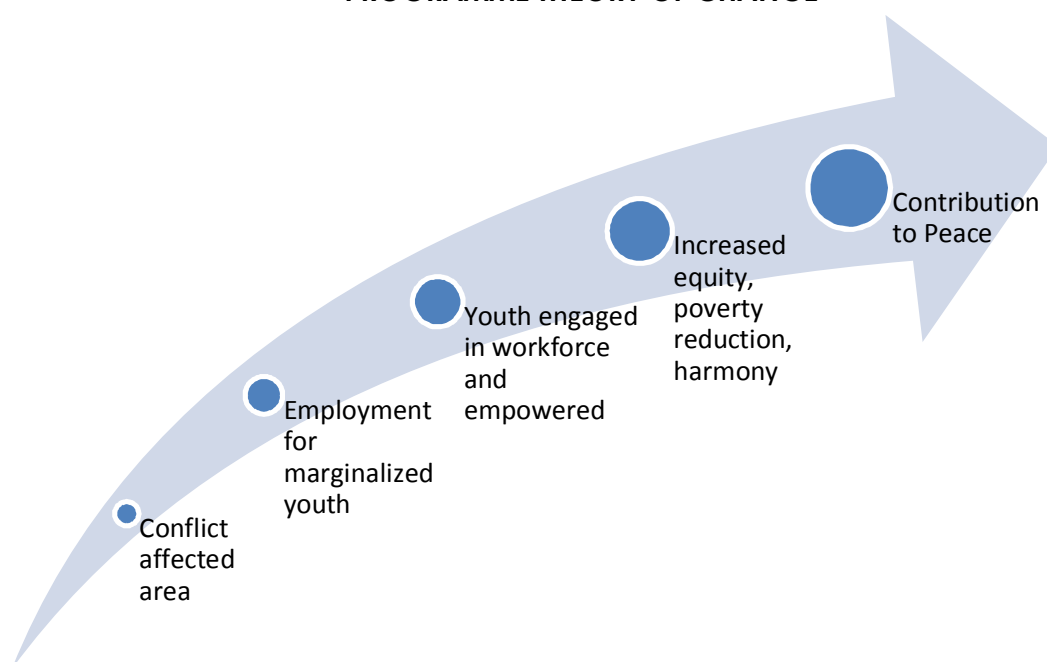
"The Programme's objectives as per the latest Programme logical framework revision are consistent with the needs of target youth to secure gainful

employment, and responsive to the availability of local employment and self-employment opportunities mostly in the informal farm and non-farms sectors in the target districts as well as urban construction. The appropriate framework employed for designing the Programme output components was the relevant employment units of the FAO and ILO where the Agencies have and can use comparative advantages."

Underlying Theory of Change for Programme Activities:

In conflict affected areas of Nepal, unemployed youth form the largest segment of the population. Offering them means of productive employment is therefore considered an important means of channelling their energies away from engaging in disruptive and illegal activities. The Programme aimed at targeting unemployed youth and underprivileged segments of the population, including women so as to empower them and help to reduce conflict and contribute to peace building. Even though the period of active conflict was over in 2008 for the country as a whole, localized inequities continue and are inimical to the peace process. Also new forms of conflict appear to be emerging stemming from widespread unemployment and inequity.

FIGURE 1
PROGRAMME THEORY OF CHANGE



Programme Log-Frame and Indicators for Monitoring Progress:

Programme implementation was developed along 7 distinct components with specific indicators and deliverables and were designed to contribute to the aggregate goal of “12,500 youth employed and empowered through an integrated approach”. This Log-frame is given in Annex 2.

A good MIS Data Base was set up by ILO to document specific implementation modalities (eg. Gender balance of participants, dalit and janjati composition, age of participants, etc). This was supported by all the TORs for its Implementing Partners, that required them to document pertinent aspects of Participants' background information and also follow up after completion of activity to monitor progress made in terms of employment and income. Besides data oriented tracking by Implementing Partners, a more holistic engagement with participants and their progress and challenges was also made by most of the IPs – especially those who are locally based and interested in ongoing engagement in these communities.

This 'results orientation' enabled a good data base of results as well as enabled its Implementing Partners to strive to deliver on the Programme's promise of an 'integrated approach' even though their specific mandate was with respect of one of the dimensions of the activities – technical skills training, business enterprise development skills, financial education, cooperative strengthening, etc.

Strategy for Achieving 'Integrated Approach':

The Inception Report for the Programme provides the background for its implementation strategy for achieving both integration as well as the goal of benefiting 12,500 youth in the two districts within a two year time frame. According to the Inception Report (Technical):

“The selection of VDCs was originally discussed as a way to target vulnerable communities such as Rank 4 VDCs (see DAG map attached). The view of the inception mission was that business opportunities must guide the process if we want to achieve the number target of 12,500 jobs in a more sustainable manner. It was also assumed that logistical and administrative capacity of the Programme will further constraint the geographical reach. On the other hand, the merit of having several components in one place was recognized to create synergy, especially given the small size of the Programme budget.

The inception mission recommends two scenarios of intervention: a small number of VDCs with physical investment; and the rest of the districts covered by partner organizations depending on their outreach capacity. The rationale of having two scenarios is that the JP has two types of implementation modalities: one constrained by the place of investment (e.g., EIIP, FFS/JFFLS)² and the other depending on the outreach capacity of local partner organizations (e.g., entrepreneurship and skills training, access to finance)” (Inception Report, technical guidelines, p. 4)

An interpretation of 'integrated approach' is that all components in the Programme would be available simultaneously to all participants. Though an effort was made to this effect, it was not strictly applied, and more so indirectly. There is a clear trade-off involved, between benefitting few participants in a comprehensive way, and spreading benefits to a larger population. Implementing partners were largely focused on delivering on specific components in terms of skills and trainings. Integration was achieved by linking Implementing Partners from different components, rather than directly to the Programme beneficiaries.

Achieving the targeted indicators set for each component (and Implementing Partner) as set in the Log-frame also necessitated that double counting had to be avoided. If one implementing partner trained one youth in certain skills, then another implementing partner imparting another skill could not count the same youth again. These requirements – were also counter to achieving 'integration' at the level of the individual. However, it was observed that there were positive results for an operational fragmentation that was countered by TORs that required an IP to enable the linkage with other dimensions that were not part of their specific expertise: for example IPs that were imparting Business Development Services in Component 3 found innovative ways of linking the new entrepreneurs to both skills acquisition and savings/credit institutions.

The Programme also made explicit connections between different sets of IPs through workshops, that enabled this. The result was a 'modified' integration that resulted in a wider spread of benefits, and also enabled IPs to move beyond their specific expertise focus in enabling their trainees. This is likely to have favourable long term benefits.

Rapid Implementation Challenges

The short 2-year intervention period was conditioned by the funding source – UN Peace Fund. These funds are geared to rapid community recovery in post-conflict situations, such as in Nepal. The Programme design was innovative in that it used this opportunity to create a unique Programme that not only engaged youth from underprivileged segments of the community, but also brought two UN agencies together to accomplish a very broad set of employment and empowerment conditions.

Rapid implementation was very challenging in many ways, including ensuring that Implementing Partners were selected to maximize both immediate results as well as future stream of benefits to the community. The two implementing agencies, ILO and FAO took different approaches in this. ILO on an open selection process, advertising and selecting partners based on criteria of skill base, experience and community links. FAO on the other hand selected one of their existing partners – the IPM Society and National Cooperative Federation to take on the implementation. They were

consequently able to move faster with implementation, but not so clearly able to manage the results as was ILO.

Another important aspect of the ramifications of the 'rapid implementation' is that the foundations created in peace building need to be built into a development and sustainable context. A clear exit strategy and follow up commitment by the UN Agencies to enable this is therefore indicated.

5.5 FUNDING ARRANGEMENTS

The Donor Agency for this Programme is the UN Peace Fund for Nepal, with a total approved budget of USD 2,656,000. ILO is the lead agency for implementing this Programme, with a larger share of the budget – at USD 1,851,785, and FAO with a budget of USD 804,215 . Both ILO and FAO had primary responsibility for delivering individual components, but were expected to ensure an integrated system for both the technical coordination as well as M&E systems.

5.6 IMPLEMENTATION ARRANGEMENTS AND ROLE OF ILO

A major change from the official JP document was that the number of core staff of the joint Technical Management Unit (TMU) was reduced to four (including an administrative and finance officer). This is in contrast with the Programme document which indicates one ILO representative, one FAO representative plus six selected line managers responsible for each of the components of the JP. This was recognized and adjusted for in the Operational Guidelines developed for the Programme:

"While FAO and ILO will strive to provide appropriate technical backstopping services to the TMU, the inception mission recommends the following coping strategies for the implementation of components/subcomponents where the JP does not have a line manager.

- 1) Provide detailed technical guidelines (included in this document).
- 2) Work with local partner organizations with technical background in respective areas while the TMU plays a facilitating role.
- 3) Make use of external experts as consultants to help conduct rapid assessment and fine-tune the operational guidelines of the respective technical areas.
- 4) Provide induction training to the management team on enterprise development and access to finance to build basic common technical understanding among Programme staff.
- 5) Let the TMU participate in study tours and training courses organized under the Programme at an early stage.
- 6) Seek technical advices from backstoppers of ILO-FAO and selected experts hired as consultants before making critical decisions. "

A Programme office was established in Birgunj (Parsa District) by ILO, from which both the ILO and FAO Programme staff operated.

5.7 CONTRIBUTIONS OF OTHER PROGRAMME PARTNERS AND STAKEHOLDERS

A very broad range of partners and stakeholders were involved in the implementation. They included:

- Implementing Partners at the National, District and Village levels
- National Steering Committee
- ILO specialists from its Delhi, Bangkok and Geneva offices
- FAO specialists from Rome

5.8 PROGRAMME MILESTONES

The Programme Timeline was as follows:

- | | |
|---|----------------|
| - Programme start date: | April 2009 |
| - National Programme Manager hired (ILO): | May 2009 |
| - One Programme Officer hired (ILO) | September 2009 |
| - Two Programme Officers hired (FAO) | Jul-Dec 2009 |
| - National Steering Committee formed | mid-2010 |
| - Mid Term Evaluation | October 2010 |
| - Final Evaluation | April 2011 |

6 EVALUATION BACKGROUND

6.1 PURPOSE AND PRIMARY USE OF THE EVALUATION

The time frame for the 2-year Jobs for Peace Programme is coming to end in May 2011, and a final evaluation is required according to the ILO policy on Programme evaluations. ILO evaluation policy states that there is a need for one final, independent evaluation to be conducted for a Programme with budget of USD 500,000 or more. The independent final evaluation of Jobs for Peace was therefore proposed. It follows close to the midterm self-evaluation done in October 2010, which examined a wide range of implementation aspects, as well as outputs generated. The final evaluation will therefore, focus on the emerging impact of the interventions and to what extent the Programme has achieved its immediate objectives.

More specifically, the evaluation will assess whether the Programme has achieved its immediate objectives. It will include consideration of whether the means of action have made contributions toward achieving relevant Nepal DWCP outcomes and national development strategies. The focus should also be on assessing the emerging impact of the interventions (either positive or negative) and the sustainability of the Programme's benefit and the local partners' strategy and capacity to sustain them. It will also look at strengths and weaknesses, opportunities and challenges and

any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs.¹

6.2 SCOPE OF EVALUATION

The final evaluation takes into account all interventions that have been planned and implemented by ILO and FAO, all geographical coverage, and the whole period of the Programme (April 2009 to the present date). The final evaluation will have to take into consideration the following benchmarks:

- Programme mid-term self assessment and its recommendations
- Nepal DWCP (and maybe FAO country documents?)
- Relevant, current country priorities and strategies to address the peace through youth employment.

The evaluation will revisit the programme design, examine the planning process and agreed implementation strategies and the adjustments made, the institutional arrangements and partnerships, sustainability - all this with due account of the constantly and rapidly changing national and local situations.

6.3 CLIENTS FOR THE EVALUATION

The principal clients for this evaluation are the Programme management, GON line agencies, Programme implementing partners, ILO Country Office in Nepal (CO-Kathmandu), ILO DWTs/CO-New Delhi, ILO RO-Asia and the Pacific, ILO technical units at HQ, and the Programme donor (UN Peace Fund for Nepal); also FAO Nepal, and FAO HQ in Rome.

6.4 OPERATIONAL DETAILS

The evaluation team consists of two members: Ms. Shubh Kumar-Range who serves as the international consultant, and Mr. Harihar Acharya who serves as the national consultant. The evaluation was managed by Ms. Pamornrat Pringsulaka, ILO Regional Office for Asia and the Pacific. Country Programme Manager, Mr. Suresh Mahato and the Programme team provided all logistics support for the evaluation – including setting up Key Informant Interviews, all field visits and data compiling from the programme's MIS data base.

¹ Please see Annex 1 for TOR of this Independent Final Evaluation of the “Jobs for Peace Programme: 12,500 Youth Employed and Empowered through an Integrated Approach” In Nepal

The time frame for conducting the evaluation was April 4-18, 2011 during which the evaluation plan was formulated and all interviews and field visits were conducted. During this time, reports and data base compiled by the Programme were also studied. Additional Key Informant Interviews with technical backstopping specialists were identified in late April, and the draft report was submitted on May 16, 2011.

7 EVALUATION METHODOLOGY

7.1 MAIN EVALUATION CRITERIA

A mixed methods approach for assessing the issues posed by the evaluation manager was identified as a feasible one. A good Programme MIS Data base was available for the ILO managed components, combined with FAO's final report of March 2011 gives a basis for quantification of the main outputs, outcomes and impacts on employment and income (including distribution of benefits among the main target groups of underprivileged youth and women).

Programme data was supplemented by personal reports from Programme participants and Implementing Partners, as well from District officials in order to assess qualitative dimensions not captured in the data base – such as benefits for peace building that were contributed by the Programme, its likely sustainability, to assess the means of action and draw out lessons; do an analysis of strengthes and weaknesses, challenges and opportunities. A high degree of reliance was placed on opinions and feedback we received from Programme participants and community members, for assessing Programme benefits, impacts and other evaluation questions.

7.2 KEY EVALUATION QUESTIONS

The evaluation TOR spelled out in great detail the Key Evaluation Questions that should be addressed. In order to do full justice to this detailed background work already done by the Evaluation Manager, we built our entire methodology around it.

Annex 3 shows the detailed Evaluation Questions that are addressed, and the methods and data sources used for the assessment that is presented in this report.

7.3 METHODS USED

Within the Mixed Methods approach used – A Rapid Appraisal is the best way to characterize the methodology. The quantitative data available from the Programme's data base provided an important basis for the assessment. This was supplemented by qualitative data collected (see below) from all key stakeholders for addressing issues not covered in the data base, and for triangulation/validation of data being reported.

The evaluation methodology is in conformance with UN evaluation norms, standards and ethics².

7.4 DATA SOURCES

The following data sources were used for this evaluation:

- Programme reports: Programme Proposal, Inception reports, Progress Reports, Mid-term evaluation, Implementation Partner Reports
- Policy reports pertaining to this Programme from the UN system and Government of Nepal
- Briefings with Funding and Implementing Agencies (UNPFN, ILO, FAO)
- Feedback from Government of Nepal concerned departments: Ministry of Peace and Reconstruction, District Governments of Parsa and Rautahat
- Programme MIS Data System
- Focus Group Discussions with Implementing Partners
- Focus Group Discussions with Participants from all 7 Components, from Parsa and Rautahat Districts.

7.5 STAKEHOLDER PARTICIPATION IN EVALUATION PROCESS

All Stakeholders were involved in providing their feedback on issues being addressed in this evaluation. The main issues on which the different Stakeholders' opinions were canvassed are reflected in the Evaluation Matrix (Annex 3) showing the Key Evaluation Questions, and methods/consultations for addressing each of them.

Annex 4 gives details of stakeholders and project participants in the two districts where it was implemented – Parsa and Rautahat Districts.

Following the evaluation mission, and according to its recommendations, a Workshop was conducted to disseminate the results from this Evaluation to enable Government of Nepal offices at the Central and District levels, as well as Implementing Partners to incorporate lessons into follow up plans.

7.6 LIMITATIONS AND POTENTIAL SOURCES OF BIAS

Quantitative data limitations – both of aspects omitted in the data base, and measures that may be inaccurate in terms of the income/employment generation is a

² UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standards. See <http://www.ilo.org/eval/policy>.

possibility. Given the rapid implementation modality, the fact that ILO was able to set up a very comprehensive data set, with comparable criteria for employment generation across different Components, and with explicit income/employment change measures in many cases is highly commended. This information was provided by Implementing Partners as part of their ex-post follow up after 3 months of completion of activities. However since this was not independently verified, there is a potential for inflating results and outcomes. The data management systems were different for ILO and FAO, and this also raised difficulty in comparability of employment generation figures.

8 MAIN FINDINGS

8.1 RELEVANCE AND STRATEGIC FIT OF THE PROGRAMME

According to the Mid-term evaluation of this Programme:

“The Programme’s objectives as per the latest Programme logical framework revision are consistent with the needs of target youth to secure gainful employment, and responsive to the availability of local employment and self-employment opportunities mostly in the informal farm and non-farms sectors in the target districts as well as urban construction. The appropriate framework employed for designing the Programme output components was the relevant employment units of the FAO and ILO where the Agencies have and can use comparative advantages.

“The Programme has a strategic fit in the following context:

- Youth employment is a priority of the GoN under the prevailing Three-Year Interim Plan.
- The Programme aligns with the aims and objectives of the prevailing UNDAF.
- The Programme is the core Programme of Priority Cluster #3 of the UNPFN Monitoring and Evaluation framework and contributes to the target outcome of reduced youth unemployment amongst conflict-affected youth and improved social integration between conflict-affected youth in targeted vulnerable areas.
- The Programme’s latest logical framework logical framework represents a strategic approach to implementation of aspects of the recently-introduced UN Policy for Post-Conflict Employment Creation and Reintegration where Nepal is one of five countries selected for rolling-out the Policy.
- Alignment with the strategic outcomes and outputs of the ILO Nepal DWCP as well as the ILO’s programme and budget outcomes 2010-11 under the Employment Pillar.
- Nepal is an Asia country priority for in-progress endeavours of the Youth Employment Unit at the ILO ROAP in Bangkok for youth employment creation.
- Youth employment is an international youth priority.

- Filling the gap for strategic approaches and Programmes for youth employment creation in local development planning and processes."

This evaluation concurs with the earlier assessment. In addition, the findings strongly support a youth orientation for post-conflict recovery efforts. The relevance of this focus is multi-faceted. Not only does it build skills and capacity of youth for gainful participation, but it also provides a constructive channel for orienting youthful energies towards community development that lays a good foundation for future institution building.

One aspect that was seen to be weak in establishing relevance and strategic fit by this Programme, was the degree of engagement established with the Ministry of Peace and Reconstruction, of the Govt. of Nepal. This weakness also contributed to the entire National Steering Committee not functioning effectively. In fairness, this was not entirely due to the Programme's actions (or lack thereof), but a result of a primary focus in the Ministry for reaching 'Conflict Affected People' (CAP) and not just conflict affected areas. Such a conceptualization was neither a part of the design of this Programme, and neither was the database or means of identifying CAP available when the Programme was formulated or its implementation started in 2009. It is however, possible that the learnings from this Programme could be used to inform new activities for CAP.

8.2 ACHIEVEMENT OF IMMEDIATE OBJECTIVES

By the time the mid-term Evaluation was conducted in October 2010, it was clear that the Programme was well on the way to achieving a high level of results on the immediate objectives of enabling 12,500 youth to gainfully employed and empowered. According to the mid-term Evaluation:

"The Programme's outputs and outcomes are relevant and responsive to local operating conditions including the job market where most opportunities for target youth lie in the informal sector. They also reflect FAO and ILO good practices and strategies for quick-impact, multi-component youth employment Programmes of this nature.

"Based upon progress and results feedback to date as well as the expectations of contracting-in-progress, the Programme teams expect to achieve 68% of the overall target of 12,500# jobs by the end of the Programme. The Programme teams are to be commended for the high beneficiary outreach level given the slow Programme start-up and logistics difficulties. In the opinion of the writer, and if ultimately achieved, a success rate of 68% of target on actual jobs created would be highly satisfactory given prevailing development constraints in Nepal: by comparison, the UNDP MEDEP entrepreneurship programme has achieved reported success rates of around 30-35%."

The indicators and means of verification for the Programme's six employment components and the employment immediate objective were tightened during logical

framework revisions during the mid-term evaluation³, and accommodate best practices and standards for employment while facilitating cost-effective and efficient measurement. It should be noted that ILO service provider contracts include results measurement duties explicitly detailed, so as to enable monitoring of the income and employment results. The same was not done for FAO implemented components, making it difficult to track the actual job creation impact of the FAO's output components in the absence of a results measurement plan for same.

Table 1 gives the details for achievement of Programme targets by each component. This information is derived from the MIS Data Base for ILO implemented components, and achievements reported by FAO according to the Final Project Report⁴. Additional details on gender and ethnic breakdown of Participants is given on Table 2.

The results reported by the Programmes reflect a very high level of target achievements, which is very commendable. However, the means of verification for employment generation differed by Implementing Agency⁵. It should be noted that this Evaluation Team was not in a position to verify the results, except by i) assessing the data base if any on which these figures are based, and ii) by conducting limited spot checks on a random basis during the field visits conducted.

The Evaluation Team found a good monitoring data base by ILO, in which a range of results were documented by site and Implementing Partner. This is a good indication that the achievements reported are verifiable, and ILO was also reportedly doing follow up checking with the IPs. For FAO, no data monitoring data base or disaggregated results were made available to the Evaluation Team, except a single summary table of achievements in their Final Report. This limits the degree of confidence with which the achievements reported by FAO can be assessed. These conclusions were largely confirmed in the interviews performed in the field.

One of the achievements that is highlighted in the results data for both ILO and FAO, and which was also very visible in the field visit, was the strong presence of women and underprivileged segments – dalits, janjatis and other minorities – being at the forefront of participants reporting benefits from the programs. Among the project beneficiaries over 50 per cent were women and about 40 per cent were disadvantaged groups. This fact attests that the project had a strong gender and inclusion focus.

³ It should be noted that the mid-term evaluation did not cover FAO implemented components.

⁴ This evaluation did not have access to any Implementing Partner reports of monitoring reports from FAO

⁵ ILO required its Implementing Partners to verify actual employment and income change after 3 months of training, with spot checks carried out by the project team. FAO's criteria for employment generated was linked to the persons trained, and the basis for assessing additional employment generation in the farming sector was less clear.

TABLE 1
ACHIEVEMENT OF IMMEDIATE OBJECTIVES – JOBS FOR PEACE PROJECT, NEPAL

Output No.	Description	Total Target for project	FAO Target	ILO Target	FAO Target achieved		ILO Target achieved		% Overall Project Target Achieved
					# employed	% target achieved	# employed	% target achieved	
1	Employment Intensive Infrastructure Development	20,000 Workdays		20,000 Workdays			34,339	172	172%
2	Skills Training	3,000	2,400	600	2,686	112%	533	89%	107%
3	Enterprise Development	4,000	224	3,776	229	102%	2676	71%	73%
4	Access to Finance	1000		1000			1285	129%	129%
5	Cooperative Reinforcement	3,500	2,250	1,250	2,471	104%	1,355*	110%	109%
6	Trust Fund for Youth Employment	1,000	500	500	530	106%	442	88%	97%
7	Trust Fund for Youth Empowerment	25 youth led initiatives for youth		25 youth led initiatives for youth			36 Youth led initiatives completed		144%

Source: i) MIS Data Base for ILO implemented Components
ii) Summary Tables provided by FAO results from Final Report

- Expected employment after 6-9 months

TABLE 2

GENDER AND ETHNIC BREAKDOWN OF PARTICIPANTS

Trainees Summary of Components 2 to 6

List of Occupational Skills Training	Grand Total	Total Female	Total Male	Conflict Affected	Dalit	Janjati	Muslim	Others
Component 2: Skills Training Sub-Total	4,097	1,908	2,189	4	747	831	90	2,429
Component 3: Entrepreneurship Development Sub-Total	4,080	1,658	2,422	7	517	1,214	308	2,041
Component 4: Access to Finance Sub-Total	1,525	1,258	267	-	241	549	96	639
Component 5: Cooperative Development Sub-Total	5,453	3,930	1,523	100	709	351	91	4,302
Component 6: Trust Fund for Youth Employment Sub-Total	1,169	720	449	105	240	209	25	695
Grand Total	16,324	9,474	6,850	216	2,454	3,154	610	10,106
Composition		58%	42%	1%	15%	19%	4%	62%

Source: Final End of Project Report, May 2011

Even though the project implemented multiple components within a short time period, the quality of work was generally quite good and of acceptable standard. To take an indicator from the off-farm skill training, a total of 600 youths were targeted for a three-month (or 390 hours) training, of them 579 appeared in the tests taken by the National Skills Testing Board. Among them 554 or over 95 per cent passed the tests and received certificate of level one that is equivalent to the requirement for a non-gazetted third class position in the government service. The training not only gave skills for wage labor or self employment, but also made the youth eligible to enter a career in the government service.

Detailed report of findings by the Evaluation Team on its visit to the Programme sites and meetings with participants and Implementing Partners for all 7 Components is given in Annex 5.

8.3 CONTRIBUTION TO PEACE BUILDING

This section draws from the feedback we received from different Programme participants and Implementing Partners. Many specific examples were reported for ways in which the Programme activities had contributed to peace. In the Employment Intensive Infrastructure Development Works visited by the Evaluation Team - wage employment created by the Programme during the construction of roads, irrigation canals, vegetable collection center and marketing shed engaged the youths on constructive activities. The leadership roles they took on in the committee enhanced their skills and experience in managing construction activities and working together for a common cause despite the differences in their ethnicity, economic status and political ideology. This has generated a sense of unity for a common cause among the youths from various backgrounds. Community members and youth reported that a new and positive self- image for youth was created, transforming them from idle vagrants into contributing community members, who's capabilities for bringing development Programmes and resources to their villages had been enhanced.

In other Components, such as the skill building and business development – which were more oriented to individual development, participants also identified a peace dividend. A couple of short quotes illustrate their ideas:

“I didn't have any work to do and often needed money to buy snacks and drinks (prior to the training on mobile phone repair). I loitered in the village, fought with others and took part in rallies, just killing time. Had to ask parents for expenses and felt ashamed. After the training, I established my own mobile repair shop, and now earn on average Rs 4000 a month. Previously would participate in rallies for just Rs 50 or snacks. Now

even if offered Rs 200 won't join as shutting my shop will mean losing customers. Now there is peace of mind, in the home and in the community also as we don't go to rallies any more, and my friends also ask me to teach them how to earn money" (22 year old male, participant in mobile phone repair training in Birgunj Municipality)

"My life was transformed after the training, and I started my enterprise (collecting leaves for making disposable cups and plates in rural areas). Have been able to resume my education, and there is less anger and tension in the family. Similarly 22 other young women also received training from our community and they are also productively engaged. When there is no work people pass time by fighting and spreading terror. When I started my own business, I was saved from being manipulated into wrong ways" (19 year old female from Bagwana VDC).

Some illustrative quotes from Implementing Partners:

"Many youths who were unemployed and didn't have skills needed for employment, were involved in underground and criminal gangs. Nowadays, this trend is on a decline" (Financial Service providers from both Parsa and Rautahat)

"Youths do not participate in socially disruptive activities when they are gainfully employed. Lack of peace originates from unemployment and the first fights start from home. We have not received any threatening telephone calls or extortion demands for the last one year" (Business Development Service providers, Parsa)

In addition to the income and employment oriented Components (1-6), the youth empowerment component 7 also showed desire of youths to organize themselves into activities that had constructive and unifying elements, and a desire to engage for the betterment of their communities. The common perception was that when such avenues were made available to them, they were welcomed as a way to channel their energies in a positive way. Some observations from the meeting with the multi-party youth organization – Rautahat Youth Development Center:

"We represent youths from different political parties, but are united on common issues. As the youths are not fighting among themselves anymore, the leaders have started to fight against each other. No public agitations are taking place in Rautahat these days, and party leaders are becoming unhappy with us. We are occupied with programs our center has launched, so who else would take on the agitations? Therefore the district is peaceful. For the last 6 months this is the situation" (Office bearer of the Rautahat Youth Development Center).

8.4 EFFICIENCY

Setting up a common Programme office in Parsa District for both ILO and FAO teams was a positive move in the right direction. It promoted informal consultation and information sharing between Programme staffs of two UN agencies to some extent in the field. However, the level of coordination and information sharing still remained inadequate to make the best impact on the quality of the work through synergy. In one instance, coordination and information-sharing between Programme components under the same agency (FAO) was found to be weak. Parallel Programme management and parallel implementation of Programme components were generally not appropriate to the spirit of the Programme and the demands of the tasks for concerted effort. Because of the parallel management of the same Programme, Programme approaches, procedures, methodologies and data systems adopted by two agencies were not only different but also contradictory and uncomparable in some instances. It is recommended that for future joint Programmes between ILO and FAO and between other UN Agencies for that matter, overall Programme management structure in Kathmandu and in the field must be clearly defined and agreed upon between the stakeholders prior to starting implementation of Programme components.

Performance based contracts with the Implementing Partners (IP) have proved to be effective and innovative instruments to accomplish the outcome which would not have been possible with the conventional input or output based contracts. The IP's have put extra efforts to generate employment and forge linkages with appropriate agencies despite all odds mainly as a result of their agreement to performance based contract. It is recommended that ILO continues to use performance based contracts wherever they are appropriate in future Programmes as well. Since reporting on outcomes by participant was required in ILO's contracts, it limited the possibility of inflated results and outcomes reporting, since it provided an opportunity to verify results reported. There is less clarity on the system adopted by FAO to enable verification of results reported.

Delays in fund disbursement affected the workers and the costs of the work to some extent. The financial disbursement procedure was unnecessarily lengthy and not suited for a post-conflict Programme of short duration targeted to the poor that would demand quick and prompt disbursement. The administrative procedures at ILO's country office in which only small grants (less than US\$20,000) can be approved by the country office appears to be instrumental to the implementation design with multiple partners (about 80) all with small grants that had to be monitored by the country office. Fewer Implementing Partners could have helped select fewer of the strongest agencies. Alternatively, streamlined auditing procedures, with greater reliance on the Project's local office in monitoring of activities and results could be applied. If similar Programmes of short durations are undertaken in the future, unnecessary paper work must be reduced significantly and the administrative procedure streamlined. It is recommended that the ILO reviews its procedures and makes necessary adaptations in them so they serve to facilitate rather than constrain the implementation of good post-conflict recovery tasks it has taken up. The concerns of the clients must be taken into account rather than trying to fit everybody tightly into narrow administrative boxes.

The opportunities to make the best out of the National Steering Committee were generally missed because of delays in constituting the Committee, lack of involvement of the committee in preparing Programme policies and guidelines and other minor issues. Coordination with the steering committee remained weak. Instead of expecting the field based Programme management to coordinate with the central level steering committee, it would have been more efficient to have placed some key coordination functions at the Kathmandu office. It is recommended that the ILO reviews its coordination roles and makes adaptations for sharing the coordination functions between the ILO office in Kathmandu and the Programme management based in the field for future Programmes.

8.5 SUSTAINABILITY OF EMPLOYMENT IMPACTS

Issues of social exclusion and youth unemployment that were being addressed in this Programme require sustained effort. Some root causes were addressed – such as generating skills for participants and capacity of local Implementing Partners, demonstrating inclusive approaches and results. Such capability enhancing measures are likely to generate more sustainable benefits.

Implementation modalities that led to predominant selection of locally based Implementing Partners, and emphasis on TOT and IP capacity building contributed to sustainability with incorporation of TOT and new skills/instruments. Expansion of local community presence and demand for their services, also creates the possibility for generating clients for their skills training in future.

Another aspect of implementation modality was the participation of DDC and VDCs in the planning process for Employment Oriented Infrastructure component. The J4P Programme selected the roads from the list of priority prepared by the DDC through the participatory planning process beginning from the VDCs. DDC takes the ownership of the schemes and allocates funds for their maintenance. As J4P constructed roads are from the DDC priority list, they are automatically qualified to receive support from the maintenance fund.

The empowerment generation, was recorded in ILO's MIS data base for Components 2 and 6 where increased income was recorded. This was also observed for youth groups and their capabilities for working together – for generating and implementing community development projects. In the case of the road Programme observed in the field visit, with the 5-day training on Local Economic Development received and links facilitated from the Programme, the UG has already initiated consultation with the VDC for additional resources especially to improve the drainage of water on this road that is yet to be done. Two old culverts are in need of replacement for which the VDC has assured support. Some 5 youths from the User Committee actively participated and raised their voice at the time of the Village assembly meeting and Ilaka level planning and screening of development activities in the district that was held some two weeks ago. DDC was also consulted by the youths about the possibility of black topping this road in the future. Greater acceptance of

youth opinions in public decisions is occurring in the district as a result of the exemplary work they did on road rehabilitation.

A discernible impact on District Policy in Parsa has been made with the Employment Intensive Infrastructure component. The Programme's approach to promote youth employment in the infrastructure schemes was adopted by the District Council in Parsa District as a DDC policy for the current fiscal year 2011-12. This year from the DDC budget of Rs. 5 crores allocated for rural roads, all rural road schemes will be implemented through User Groups (involving youths, women, marginalized groups among others), without inviting tender from the contractors. In addition, all construction work will be done by employing labourers and no heavy machines will be used for construction.

Additional consultations with local IPs and DDCs to foster adequate linkage with the nascent efforts, should enable building on the foundation established in this short span of time. The two implementing agencies (ILO, FAO) should design a strategic exit strategy so that sudden termination of efforts in the two districts is avoided, and that adequate follow-up responsibilities are in place. Conducting 1-2 district level Programme conclusion workshops (including dissemination of results) could be explored as part of the exit strategy.

Such workshops will enable the demand generated from the demonstration effect produced by this Programme to be expressed – and allow for resource allocation by agencies working in the area. Cross learning and adaptation to other areas is also a possibility that can be explored as part of the exit strategy.

8.6 STRENGTHES AND WEAKNESSES

There are many strengths to be noted, and these are also factors that have contributed the outstanding results obtained in a short period of time. This evaluation notes **five main strengths**:

- Focus on youth employment and empowerment for peacebuilding. This is the most vulnerable segment of the population during and after conflict. It is the largest segment of the population in developing countries, and with the least access to productive employment generally and especially in post-conflict situation. They are also the most vulnerable to being drawn into gangs and political apparatus to enable disruptive practices. The findings show that the Programme benefited from engaging youth in leadership roles in their communities, and showed that this group is in a good position to take on the challenge of rebuilding community on an equitable and just footing.
- Focus on Local Implementing Partners. This was an explicit part of the Programme's operational strategy, and was supported by Training of Trainers and other capacity building for these District based Implementing Partners. Both ILO and FAO implemented components had this strength.
- Focus on results based management adopted by ILO in the implementation of its components. The use of IP contracts that specifically spelled out participant

outcomes, and not just trainings to be provided, incentivized them to pay attention to the integrated needs of participants for gaining employment or starting their businesses. This was observed in ILO managed components

- Strong value orientation of technical components with ILO inputs from many regional offices, Delhi and Bangkok and from Geneva. This was mainly observed in ILO managed components, and also in JFFLS in Parsa.
- Good MIS data base was set up by ILO for components implemented by them. This was supported by a Team Statistician and the IPs who according to their TORs were required to submit implementation details of participants who took trainings, and also post-training activities including linkages such as with MFI, etc. This enabled a tracking system that provided disaggregated information on the Programme achievements to enable results management and reporting in a reliable manner.

The weaknesses were mainly related to the implementation modalities that pertained to the multiple institutional dynamics that had to be dealt with by the Programme management. This evaluation found **two main weaknesses**:

- ILO's administration was not adequately adapted to needs of rapid implementation. Systems that could have been decentralized to the Programme Office in the Districts, such as monitoring IP financial reports were managed from Kathmandu, leading to undue delays in processing payments. On the other hand, the interministerial Steering Committee to engage the Govt. of Nepal which could have been managed from Kathmandu, was delegated to the Programme Office, located in the District.
- Even though a single Programme office was established, no integrated monitoring procedures were established. Even the mid-term evaluation of October 2010 had its TOR restricted to assessing the ILO components. No monitoring or mid-term evaluation reports for the FAO implemented components were found by this Evaluation Team. The rationale for conducting a joint ILO-FAO program is strong, and was well articulated in the Programme Document, the implementation details as they emerged reduced the potential value of the effort.

9 CONCLUSIONS

9.1 OVERALL MERIT AND WORTH OF THE PROGRAMME

By and large, the project has met its immediate objectives. Over 90 per cent of the immediate objectives have been achieved within the brief project period of two years. Among the project beneficiaries over 50 per cent were women and about 40 per cent were disadvantaged groups. This fact attests that the project had a strong gender and inclusion focus. Even though the project implemented multiple components within a short time period, the quality of work was generally quite good and of acceptable standard. To take an indicator from the off-farm skill training, a total of 600 youths were targeted for a three-month (or 390 hours) training, of them 579 appeared in the tests taken by the National Skills Testing Board. Among them 554 or over 95 per cent passed the tests and received certificate of level one that is equivalent to the requirement for a non-gazetted third class position in the government service. The training not only gave skills for wage labor or self employment, but also made the youth eligible to enter a career in the government service.

Through the creation of the productive infrastructure, organizations of youths for collective work and promotion of positive human values among the children and youths – the project has contributed to lay the foundation for longer term peace. While employment and engagement in economic and social activities away from conflicts contributed to short-term peace building, the infrastructures, skill development, youth organizations, collective work and human value orientation created possibilities for longer-term peace building.

This Programme is a good example of how youth oriented income and employment in a post-conflict situation can yield good and rapid results. Despite many institutional factors that constrain rapid implementation in the UN system, sound and innovative technical inputs and management were mobilized by ILO to produce real value for money on the ground.⁶ The target of the Programme was multifaceted, and was primarily oriented to enabling 12,500 youths to be empowered and receive income and employment benefits. Though the precise numbers cannot be verified by this Evaluation, a good MIS Data system was put in place by ILO, and that gives much

⁶ It should be noted that this value is now widely recognized by District Government, especially in Parsa District where the local authorities participated consistently. Delivering his closing remarks at the Dissemination Workshop conducted by ILO on May 18, 2011, Mr. Vishwa Raj Dotel, LDO from Parsa, said that generally people considered that development resources were limited to do creative work. However, what he had found is that it is creativity that was actually limited. The J4P programme was full of creativity. The achievements made in a brief period of two years were remarkable. Some lessons learned in the project were already adopted in district development planning.

greater assurance of the specifics of the achievements, including the ability of the Programme i) achieve over 80% of its overall goal, and ii) to include a large share (about 40% overall) of women and predominantly the underprivileged segments of the Nepal Terai – dalits, janjatis and minorities.

These results, and the benefits of increasing youth involvement in the economy and community affairs for peace building that were hypothesized in the concept for this Programme, are now being reported by the participants, implementing partners and community members with whom the Evaluation Team interacted with during the evaluation.

The project's official mandate was to pursue an integrated approach. The project components were interrelated and they could be expected to reinforce each other and achieve a level of integration. In many instances the implementing partners put extra efforts to facilitate linkages of the target groups with various support agencies owing to the integrated nature of the initiatives and their own task of producing the results under the performance based contracts. However, the project design had set separate employment targets under each component and any integration would have entailed double counting. Contracts were signed with different implementing partners for different components to achieve the targets. Opportunities to generate more effective and integrated results were missed because of the focus on meeting separate targets for each component. Alternative ways of target setting for programs of integrated nature might have proved to be more meaningful.

Joint project between UN agencies such as this one offer the potential for complementarity in pursuing socially desirable outcomes, such as employment generation. In a transitioning economy such as Nepal's, in which both farm and off-farm employment generation is required, this partnership was exemplary. However, greater inter-agency coordination would have been helpful and administrative mechanisms need to be explored within the UN system to enable greater coordination in future projects.

9.2 LESSONS LEARNT⁷

Significant results are possible in a short time frame, but sustainability requires strategic follow up and a good exit strategy.

Rapid implementation can be made more efficient with an adaptation and rationalization of administrative procedures and division of labor between field and country offices.

Achieving integration with government policies requires sustained effort, and needs explicit incorporation in the implementation strategy.

⁷ Additional details can be obtained from the project's dissemination workshop report.

Local Implementing Partners can establish stronger ties with participants and communities and building their capacity is good for sustainability and scaling up of innovations.

Results oriented management and a built in monitoring system that was directed via implementing partners' TORs proved to be very effective in achieving results, and due consideration of participant needs for translating training into viable employment and income gains.

There is high value of youth focus in post-conflict income and employment generation and empowerment/leadership development for peace building.

FAO's youth focus in its JFFLS is showing promising potential from the community cohesion and energizing youth with life skills and valuable skills. However from an employment generation and income perspective, greater attention to high value products and market linkages may be required to sustain interest of youth who have a wider scope to choose from with off-farm opportunities gaining more attraction. It is also challenging (but important) to address the issue of MIS for employment and income generation in the farm sector.

Joint programme development in the UN system needs to be better conceptualized from a practical implementation perspective. From a substantive programming perspective the linking farm and off-farm employment and skills training is highly commendable and provides a good rationale for ILO and FAO to work together. However given differing institutional functioning requirements, a well coordinated implementation and monitoring process was lacking.

9.3 GOOD PRACTICES

Youth coming together to work in groups, either as User Committees managing community Programmes, or to create youth oriented activities is shown to be a very viable approach to empower and build capacities for youth. This can enable them to become gainfully employed and responsible members of the community. In post-conflict situations, where opportunities for them are at a bare minimum, this can be a very potent vehicle for change.

Results oriented management was achieved in partnership with Implementing Partners whose TORs required them to go beyond just delivering trainings, and to ensure that adequate support was available to participants to enable their income and employment results. The Programme then facilitated the IPs with workshops, trainings etc., and enabled them to produce innovative products and trainings, and facilitated networks for them that broadened their skill base and delivery options.

Involvement of District Government and Village Development Committees in the selection of sites for intervention and then in developing the specific interventions, has facilitated good opportunities for future growth and sustainability of many of the efforts. In other cases, strategic support is needed to ensure that gains made during this short period are sustained and further developed.

Selection of Implementing Partners located in and around the communities, and building up their capacity with TOTs and other support enables ongoing engagement with participants, and further application (upscaling) opportunities. Additional consideration of user fees could be considered to support upscaling, given the big demand for these services that has been generated by the Programme.

9.4 RECOMMENDATIONS

1. Both programme implementing agencies, **ILO and FAO should prepare exit strategies to enable i) sustainability of District level initiatives that have shown successful results; ii) incorporate lessons learnt in their country level development strategies.** ILO has made a start with its Dissemination Workshop held in the Districts on May 18, 2011. At this workshop, key successes and future directions were identified, as well as commitments made by local stakeholders for incorporating lessons into future activities. Notably, many such commitments were made by District Governments. However, **strategic support elements for scaling up at the local and national levels still need to be considered.**
2. ILO has demonstrated strong innovativeness at the local level with this programme, gaining credibility and support with a wide range of partners, including District Governments and implementing partners. Many elements of the programme's focus are linked to national development policy of Nepal – such as skills and employment for youth from marginalized groups -- as a means for promoting an environment for peace and poverty reduction. Therefore strong policy is recommended, based on the lessons from this project. The Nepal DWCP also has an employment policy and Local Employment Development focus. **It is recommended that the learnings from this project be incorporated into both ILO's policy outreach as well as LED strategy. ILO's policy advocacy should include both relevant policies of the Government of Nepal as well as those of the UN system in Nepal, and ILO Regional and HQs.**
3. **In future ILO-Nepal programmes, lessons learnt from this project should be incorporated,** e.g.: setting up strong MIS data base; building capacity of local Implementing Partners and involving them to the extent possible; incorporating life skills orientation and new product/strategies facilitation; strengthening Country Office involvement for ongoing policy engagement; and building in local stakeholder participation from the beginning. **In the case of collaborative programs with other agencies, care should be taken to fully integrate systems, including the MIS data base with consistent monitoring indicators and definitions.**
4. **ILO HQ should revisit the policy of limiting ILO Country Offices to issue contracts of only up to US 20,000 for implementation of its programmes, as it places severe constraints in its ability for efficient implementation. Similarly Country ILO offices should examine the extent to which its project financial**

audit functions can be shared by the project management and Country Office to streamline project implementation. This was found to be particularly crucial with small scale local Implementing Partners and NGOs who were operating without large government grants.

- 5. It is recommended that FAO should consider setting up sound MIS data bases for monitoring its projects.** Many complex conceptual and measurement issues pertaining to agricultural income and employment generation can also be addressed in this process, as well as the issue of key strategic support needed in the Nepalese context. It is suggested the Nepal's revised Strategic Plan for Agriculture be used as a reference in this process.
- 6. The UN Peace Fund needs to ensure that strategic follow up is included as part of 'rapid implementation' Agencies' Plan of Work.** Implementing Agencies should also be required to tailor administrative and implementing modalities to meet demands of the task. Based on the findings of this Programme, the UN Peace Fund could seek to promote youth oriented programs in other post-conflict situations.
- 7. The UN system in Nepal can use learnings from this Programme to increase youth orientation in employment, poverty reduction and peace oriented efforts.**
- 8. Government of Nepal's Ministries of Peace and Reconstruction and Youth Affairs are encouraged to get inputs from the local stakeholders of this programme -- on strategies for building skills of youth and engaging them in productive employment and peace building.**

Annex 1



1.1.1 TERMS OF REFERENCE (DRAFT AS OF 10 FEB 2010)

Independent Final Evaluation of the “Jobs for Peace Programme: 12,500 Youth Employed and Empowered through an Integrated Approach” in Nepal

1.1.2 (NEP/09/01M/UND)

- **Project code** : NEP/09/01M/UND
 - **Donor** : UN Peace Fund for Nepal (UNPFN)
 - **Projects’ budget** : USD 2.656 million (ILO: \$1,851,785; FAO: \$804,215)
 - **Project duration** : **26** months April 2009 – May 2011
(Project Phase April 2009 – March 2011 and extension April – May 2011)
 - **Project formulation** : Jointly by local stakeholders, GoN and ILO in 2008.
 - **Government Partner** : Ministry of Peace and Reconstruction, GoN
 - **Executing Agency** : International Labour Organization (ILO) and Food and Agriculture Organization (FAO)
 - **Geographical coverage** : Parsa and Rautahat Districts of Nepal
 - **Evaluation date & duration** : **March-May 2011**
(with mission from 28 March – 11 April 2011)
 - **TORs Preparation date** : January 2011
-

1. Introduction & Rational for Evaluation

Background

The United Nations Peace Fund for Nepal (UNPFN) has identified, through consultations with stakeholders, a series of conflict factors, the successful resolution of which is required to safeguard the implementation of the Comprehensive Peace Accord and prevent the peace process from faltering. The 2008 UNPFN priority plan has identified “Community Recovery” as one of the priorities. Under the “Community Recovery” element, specific reference is made to: “employment and youth empowerment by providing alternative options for members of youth movements including skills training and employment opportunities in conflict affected and other vulnerable areas”. The ILO-FAO Joint Project (JP) tackles directly this dimension, and it will benefit some of the other priorities, for example by promoting the social inclusion of women and members of traditionally marginalized communities or by leveraging two UN agencies’ comparative advantages.

The UNPFN has also identified “Innovative activities to generate youth empowerment and employment opportunities in conflict affected and/or vulnerable areas” as a potential 2009 project’s outcome. The JP specifically targets this outcome as well.

The JP Project aims to help at least 12,500 young women and men engaged in self-employment as well as enabling them to start and run their own business in agriculture, off-farm and non-farm activities, through an integrated approach which combines: i) development of community infrastructure; ii) training-cum-production; iii) entrepreneurship development; iv) facilitating access to finance ; v) strengthening of cooperatives; and vi) trust fund for youth employment; and vii) trust fund for youth empowerment. Different tools and methodologies of ILO and FAO were integrated, adapted and made available for the creation of opportunities for productive employment and decent work.

Since the project is ending in May 2011, the final evaluation is required and according to the ILO policy on project evaluations, there is a need for one independent evaluation to be conducted for a project with budget of USD 500,000 or more. The independent final evaluation of Jobs for Peace is therefore proposed. The midterm self-evaluation was done in October 2010. The final evaluation will assess the emerging impact of the interventions and to what extent the project has achieved its immediate objectives.

An external independent evaluator will lead this final independent evaluation and be responsible for drafting and finalizing the evaluation report. The evaluation will be a consultative and participatory process as it will involve the tripartite constituents and key stakeholders in all evaluation processes from TOR development to the finalization of evaluation report and to the following up of evaluation’s recommendations.

The evaluation will comply with the UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standard.

These Terms of Reference serve as a guide for all those involved in the final evaluation. They also describe the tasks to be undertaken by the independent external consultants engaged by the ILO for the purpose of the evaluation.

2. Background on projects and context

2.1 Brief Project Progress Summary:

Following 21 months implementation phase completed during difficult local and national operating conditions. At the national level, guidance is provided by a Project steering committee (PSC) chaired by

Ministry of Peace Reconstruction (MOPR) Joint secretary and represented by key stakeholders. A project status report until September 2010 is attached herewith.

The National Steering committee has met once since the project commenced where as partner organizations meet regularly.

2.2 Strategic fit of the Programme:

The project has a strategic fit in the following context:

- Youth employment is a priority of the GoN under the prevailing Three-Year Interim Plan.
- The project aligns with the aims and objectives of the prevailing UNDAF.
- The project is the core project of Priority Cluster #3 of the UNPFN Monitoring and Evaluation framework and contributes to the target outcome of reduced youth unemployment amongst conflict-affected youth and improved social integration between conflict-affected youth in targeted vulnerable areas.
- The project's latest logical framework logical framework represents a strategic approach to implementation of aspects of the recently-introduced UN Policy for Post-Conflict Employment Creation and Reintegration where Nepal is one of five countries selected for rolling-out the Policy.
- Alignment with the strategic outcomes and outputs of the ILO Nepal DWCP as well as the ILO's programme and budget outcomes 2010-11 under the Employment Pillar.
- Nepal is an Asia country priority for in-progress endeavours of the Youth Employment Unit at the ILO ROAP in Bangkok for youth employment creation.
- Youth employment is an international youth priority.
- Filling the gap for strategic approaches and projects for youth employment creation in local development planning and processes.

2.3 The Development Objective of the project:

The overall development objective of the project is to contribute to national peace building and poverty reduction through engaging youth in productive employment activities and empowerment.

Immediate objectives of the project are as follows: -

- 1) Targeted young women and men engaged in productive employment and economic opportunities with increased gender and disadvantaged group equality in work opportunities
- 2) Youth empowered to address youth priorities while contributing to dialogue and mutual understanding for peace building

A project logframe is attached herewith for further information on outputs and indicators etc.

2.4 Project management arrangement:

There is a project steering committee and both ILO and FAO have its representation. The committee met once in 2010.

ILO Arrangement

- 1 # National Program Manager (starts date 06 May.2009 and till May 2011)
- 1# Employment Intensive Infrastructure Development Officer (start date 01 September 2009 and till May 2011).
- 1# Adfin Assistant (start date 01 September 2009 and till May 2011).
- 1# Driver (effective starts dates 17 May 2010 and till May 2011).

FAO Arrangement

- 1 # National Coordinator (starts date 01 July.2009 and till March 2011)
- 1# National Project Coordinator (start date 15 December 2009 and till March 2011)
- 1# Project Assistant (start date 27 October 2009 and till March 2011)

3. Purpose, Scope and Clients of the evaluation

3.1 Purposes:

The evaluation will assess whether the project has achieved its immediate objectives. It will include consideration of whether the means of action have made contributions toward achieving relevant Nepal DWCP outcomes and national development strategies. The focus should also be on assessing the emerging impact of the interventions (either positive or negative) and the sustainability of the project's benefit and the local partners' strategy and capacity to sustain them. It will also look at strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs.

3.2 Scope:

The final evaluation takes into account all interventions that have been planned and implemented by ILO and FAO, all geographical coverage, and the whole period of the project (April 2009 to the present date). The final evaluation will have to take into consideration the following benchmarks:

- Project mid-term self assessment and its recommendations
- Nepal DWCP (and maybe FAO country documents?)
- Relevant, current country priorities and strategies to address the peace through youth employment.

The evaluation will revisit the programme design, examine the planning process and agreed implementation strategies and the adjustments made, the institutional arrangements and partnerships, sustainability - all this with due account of the constantly and rapidly changing national and local situations.

3.3 Clients:

The principal clients for this evaluation are the project management, GON line agencies, Project implementing partners, ILO Country Office in Nepal (CO-Kathmandu), ILO DWTs/CO-New Delhi, ILO RO-Asia and the Pacific, ILO technical units at HQ, and the project donor (UN Peace Fund for Nepal); also FAO Nepal, and FAO HQ in Rome.

Suggested analytical Framework (Issues to be addressed)

The evaluation should address the overall ILO evaluation criteria such as **relevance and strategic fit of the project**, **validity of project design**, **project progress** and **effectiveness**, **efficiency** of resource use, effectiveness of management arrangement and **impact orientation** and **sustainability** as defined in the *ILO Guidelines for Planning and Managing Project Evaluations 2006*. The evaluation shall also take into account the gender equality into the evaluation process as guided by *The ILO guidelines on considering Gender in Monitoring and Evaluation of Project, Sep 2007*. The evaluation shall adhere to the UN Evaluation Norms and Standards and OECD/DAC quality standards.

The evaluator should make conclusions, recommendations, and identify lessons learnt and good practices based on the below specific questions. Any other information and questions that the evaluator may wish to address may be included as the evaluator see fit.

The evaluation is guided by the ILO's Technical Cooperation Manual and the policies and procedures established therein (see Chapter 7 of the manual – included in list of documentation in Annex 1, including – see Section starting Page 17 for key guiding questions). Based on development objectives, outputs and activities specified in the project document but not be limited to the following issues:

I. Relevance and strategic fit

- Are the needs identified at the outset still relevant? If so, does the project continue to address a relevant need and decent work deficit? Have new and/or more relevant needs emerged that the project should address?
- To what extent have the recipient stakeholders taken ownership of the project concept and approach since the inception phase?
- How does the project align with and support national and district development plans relevant to youth employment/empowerment?
- How does the project align with and support ILO's strategies embedded in the DWCP
- How well does the project complement and fit with other ILO projects in the country?
- How well does the project complement and link to activities of UN and non-UN donors at local level?

II. Validity of design

- What was the starting point of the project at the beginning? To what extent were the interests and needs of youth in the project districts addressed? How was it established? Was gender issues considered?
- Are the planned project objectives and Immediate Objectives relevant and realistic to the situation on the ground? Whether the program adapted to specific (local, sectoral etc.) needs or conditions?
- Are ILO and FAO the strategic executing agencies of this project? Does the project design match with each agency' comparative advantages?
- Is the intervention logic coherent and realistic?
 - Do outputs causally link to the intended outcomes (immediate objectives) that link to broader impact (development objective)? How plausible are the underlying causal hypothesis?
 - What are the main strategic components of the project? How do they contribute and logically link to the planned objectives? How well do they link to each other?
 - Who are the partners of the project? How strategic are partners in terms of mandate, influence, capacities and commitment? How do youths participate and benefit from the project?
 - What are the main means of action? Are they appropriate and effective to achieve the planned objectives? To what extent have gender-specific means of action been included?
 - On which risks and assumptions does the project logic build? How crucial are they for the success of the project? How realistic is it that they do or not take place? How far can the project control them?
- How appropriate and useful are the indicators in the logical framework in assessing the project's progress? Are the targeted indicator values realistic and can they be tracked? Are indicators social inclusion and gender-sensitive? Are the means of verification for the indicators appropriate?
- How appropriate and useful are the indicators in the UNPFN M&E framework in assessing the project's progress? Are the targeted indicator values realistic and can they

be tracked? Are indicators social inclusion and gender-sensitive? Are the means of verification for the indicators appropriate

III. Project Progress and Effectiveness

- To what extent the recommendations of the midterm evaluation have been taken into consideration by the project?
- Have the 2 project immediate objectives been achieved or likely to be achieved? To what extent? What is the value of the indicators to date? To what extent is the project reaching the target group, in particular women, youth of the project
- In which areas (under which outputs/components) does the project have the greatest achievements? Why is this and what are the supporting factors?
- In which areas does the project have the least achievements? What has been the constraining factors and why?
- Have the quantity and quality of the outputs produced so far been satisfactory? Do benefits accrue equally to women and men?
- Are project partners using outputs?
- How do activities and outputs contribute to ILO's mainstreamed strategies? How do they contribute to:
 - Gender equality?
 - Strengthening social partners and social dialogue?
 - Poverty reduction?
 - Strengthening the influence of labour standards?
- What type of tools, products and new approaches has been developed by the project? Any partnerships and networks have been established and maintained, and to what extent have Inter-linkages been established with other similar intervention funded by government and/or other donor-funded projects?.
- How has a more "integrated approach" been used to create synergies between the immediate objectives and link different interventions by the project?
- What outputs have not been implemented and the implementation progress.
- What products and approaches do not show (yet) signs of early impact

The effectiveness of management arrangement –

- Are management, monitoring and governance arrangements for the project adequate?
- Does project governance facilitate good results and efficient delivery?
- Does the project receive adequate political, technical and administrative support from its national partners?
- Has the project team's integration (physically and in relation to work flow) between ILO and FAO to enhanced project effectiveness?
- How has the project been monitored? Are there sufficient tools (logframe, work plan, project monitoring plan etc) for monitoring the project progress/ problem encountered? And were they regularly used and updated by project management?
- Has cooperation with project partners been efficient?
- Has the project made strategic use of other ILO projects, products and initiatives (including ILO's virtual products e.g. AP YouthNet) to increase its effectiveness and impact?

Are there any additional achievements of the project over and above what was foreseen in the project document? If so, do these achievements reflect the strategic areas of the project, or the strategic partnerships?

IV. Efficiency

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to deliver outputs and to achieve the stated immediate objectives?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Do results justify costs? Could the same results be attained with fewer resources?
- Have project funds and activities been delivered in a timely manner?
- How efficient has the project been managed, in terms of project information, communication, cooperation, coordination and financial arrangements within the project and with the national and district stakeholders, communication between the stakeholders of the project

V. Impact and Sustainability

- Are there any signs of emerging impact? How far is the project making its contribution to the national peace building and poverty reduction?
- How has the project started preparing for handover to legalized/operational NSC? How effective and realistic is the exit strategy of the project? Once external funding ends will national institutions and implementing partners be likely to continue the project or carry forward its results?
- What crucial issues from the project document remain to be addressed and what plans are in place for this?
- Should there be the role for ILO and FAO in the expansion/extension of the project in the future?

Main Outputs of the Evaluation

The main outputs of the evaluation are: -

- Inception report – should detail the understanding of what is being evaluated and why, showing each evaluation question will be answered by why of proposed methods; proposed sources of data; and data collection procedures.
- Preliminary findings to be presented at the stakeholders workshop at the end of evaluation mission
- First Draft of evaluation report
- Final draft of evaluation report incorporating comments received
- Evaluation summary (according to ILO standard template)

The “Evaluation Report” should contain the following contents: -

- Cover page with key project data (project title, project number, donor, project start and completion dates, budget , technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
- Executive Summary
- Brief background on the project and its logic
- Purpose, scope and clients of evaluation
- Methodology
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (including to whom they are addressed)
- Lessons Learnt
- Possible future directions
- Annexes

Quality of the report will be determined by conformance with the quality checklist for evaluation report.

6. Methodology

ILO is engaging a team of two external consultants, one national and one international, to undertake the final evaluation. The evaluation team will consult with ILO and FAO country director, relevant ILO technical specialists (Geneva and DWT/CO-Delhi), project management team, and key stakeholders to gather inputs for the evaluation. The evaluation team will work under the overall management and responsibility of the ILO Evaluation Manager. The evaluation instruments (methodologies and key evaluation questions) will be determined by the evaluation team in consultation with the evaluation manager.

The final evaluation will be conducted during the period of March to May 2011, This includes the evaluation mission in Nepal (Kathmandu, Parsa and Rautahat Districts) which is expected to take place during March 28-April 15.

Proposed methodologies: - The evaluation methods include but are not limited to the following methods.

- The consultants will review relevant documentations;
- The consultants shall prepare the inception report which will propose the evaluation instruments that include methods for data analysis. All data should be sex-disaggregated and different needs of women and men and marginalized groups should be considered throughout evaluation process
- The consultants will meet with the project team and consult with relevant staff of ILO CO-Kathmandu, FAO, DWT/CO-Delhi and relevant ILO technical Unit in Geneva, and donors.
- The consultants will travel to project sites and conduct interviews/ focus group discussions with partners, stakeholders, and beneficiaries. Stakeholder workshops are planned to be organized in the districts to gather inputs from key stakeholders
- One final workshop will be organized in Kathmandu to present the preliminary findings at the end of evaluation mission to all relevant and key project stakeholders. This allows the key findings and key recommendations to be verified by the key stakeholders and/or further unclear points can be further clarified by stakeholders
- Draft evaluation report will be submitted to the evaluation manager who will later share with stakeholders for their comments and inputs

The draft TOR will be shared with relevant stakeholders and the final TOR incorporates their inputs and suggestions.

Source of Information: Sources of information and documentation that can be identified at this point:

- Project documents
- Project midterm evaluation report
- All progress reports
- Relevant DWCP documents
- Relevant national strategies
- etc

The evaluator will have access to all relevant materials. To the extent possible, key documentations will be sent to the evaluator in advance.

7. Management Arrangements, Work Plan and Time Frame

7.1 Management arrangements: Evaluation Manager is responsible for the overall coordination, management and follows up of this evaluation. The manager of this evaluation is Ms. Pamornrat Pringsulaka of ILO Regional Office for Asia and the Pacific whom the evaluation team reports to.

7.2 Evaluator's tasks: The international consultant is a team leader who will lead the evaluation and will be responsible to deliver the above evaluation outputs using a combination of methods mentioned above. National consultant provides support to the team leader. Specific task for national consultant is in Annex 1.

7.3 Stakeholders' role: All stakeholders in Nepal particularly the project teams, ILO CO- Kathmandu, FAO Nepal, DWT/CO-Delhi, ILO HQ, and donor will be consulted and will have opportunities to provide inputs to the TOR and draft evaluation report.

7.4 The tasks of the Projects: The project managements provide logistic and administrative support to the evaluation throughout the process.

- Ensuring project documentations are up to date and easily accessible;
- Provide support to the evaluator during the evaluation mission.

7.5 A work plan and timeframe:

Task	Responsible person	Time frame
Preparation of the TOR –draft1	Evaluation Manager/ National Program Manager	31 Jan 2011
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager	10 Feb 2011
Finalization of the TOR	Evaluation Manager	15 Feb 2011
Approval of the TOR	ROAP	15 Feb 2011
Selection of consultant and finalisation	Evaluation Manager/ ROAP	15 Feb 2011
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	National Program Manager	7 Feb 2011
Ex-col contract based on the TOR prepared/signed	National Program Manager/ ILO Director, Nepal	28 Feb 2011

Task	Responsible person	Time frame
Brief evaluators on ILO evaluation policy	Evaluation Manager	27 Mar 2011
Evaluation Mission	Evaluator	28 Mar– 11 Apr 2011
Stakeholders consultation workshop	Evaluator/ National Program Manager	11 Apr 2011
Drafting of evaluation report and submitting it to the EM	Evaluator	22 Apr 2011
Sharing the draft report to all concerned for comments	Evaluation Manager	25Apr – 6 May 2011
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	9 May 2011
Finalisation of the report	Evaluator	13 May 2011
Review of the final report	ROAP evaluation officer	17 May 2011
Submission of the final report to EVAL	Evaluation manager	20 May 2011
Approval of the final evaluation report	EVAL	end of May 2011
Follow up on recommendations	Evaluation manager/ ILO Director	May onward

ANNEX 2

UNPFN – Jobs for Peace Project, Nepal

Revised Project Logical Framework, 27 October 2010

Objectives	Measurable indicators	Means of verification (Cost-effective methods and sources to quantify or assess indicators)	Important assumptions
Objective To contribute to national peace building and poverty reduction through engaging youth in productive employment activities and empowerment	<ul style="list-style-type: none"> - Perceived decrease in youth-led illegal/destructive incidences in selected communities by the end of year two. - % increase of youth participation in productive and constructive activities 	<ul style="list-style-type: none"> - Perception survey - NLFS 2008 report - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	Relative peace and stability continues to prevail in the target districts
Immediate Objectives 7. Targeted young women and men engaged in productive employment and economic opportunities with increased gender and disadvantaged group equality in work opportunities II. Youth empowered to address youth priorities while contributing to dialogue and mutual understanding for peace building	<ul style="list-style-type: none"> - Productive employment opportunities created for 12,500# young men and women (including targeting 33% women and 40% disadvantaged group beneficiaries) - # Additional spin-off jobs created by beneficiary youth businesses and cooperative enterprises for youth and others - Outreach of youth-led empowerment projects (including targeting 33% women and 40% disadvantaged group beneficiaries) and impact in addressing youth priorities while contributing to dialogue and mutual understanding for peace building 	<ul style="list-style-type: none"> - Market assessments, LOCA exercises and other - Project and service provider activity and results measurement databases - Service provider/ implementing partner progress and final reports - Quantitative/qualitative assessments of the impact of youth empowerment projects - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<ul style="list-style-type: none"> - Relative peace and stability continues to prevail in the target districts - Adverse global economic conditions continue largely not to affect Nepal's local job market and the availability of business opportunities
Outputs			Outputs to immediate objective)
Output 1: Quick-impact jobs created for youth through the provision and maintenance of community infrastructure	<ul style="list-style-type: none"> - At least 20,000 paid workdays created for 200# young women and men (at least 40% from socially excluded groups) in the provision and maintenance of productive community infrastructure - Actual quantifiable productive community infrastructure provided/ maintained 	<ul style="list-style-type: none"> - Project activity and results measurement databases - Implementing partner progress and final reports - Project progress and final reports incorporating results measurement reporting 	- Relative peace and stability continues to prevail in the target districts

		- Final evaluation mission and report	
Output 2: - Capacity of target youth to start/expand farm enterprise activities and to secure gainful agricultural and off-farm employment opportunities strengthened through enabling and facilitating services for farm technical skills training and upgrading, and vocational skills training and job placement services	- <u>Contribution to Immediate Objective 1:</u> Expected new/improved productive agri-enterprise and farm and off-farm wage labour incomes of up to 3,000 young women and men trainees (with gender target of 33% and disadvantaged group target of 40% met) - # FFS/JFFLS facilitators/coordinators trained and facilitated to deliver farming skills training to # beneficiaries - # Functional FFS/JFFLS established and # members trained including # youth members - 6# VT service providers facilitated to deliver various vocational training services to at least 600# young men and women for employment	- Project and service provider activity and results measurement databases - # FFS/JFFLS facilitator/coordinator progress and final reports - Vocational training implementing partner training and job placement progress and final reports - Service provider TVET capacity building progress and final reports - District skills development capacity building service provider's report - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Farming and vocational training beneficiaries take advantage of training to increase farm incomes and secure gainful employment
Output 3: Target youth productive farm and off-farm enterprises skills and knowledge enhanced through entrepreneurship training	- <u>Contribution to Immediate Objective 1:</u> Expected productive enterprise incomes of up to 4,000# young men and women from productive farm and off-farm enterprises (target 50% young women beneficiaries and 40% from disadvantaged groups) - #/Type enterprises started/expanded by beneficiaries - 36# SIYB trainers trained and available for service delivery - 14# SIYB service providers facilitated to deliver SIYB Level 1 training to up to 4,000 young men and women trainees	- Project and BDS provider activity and results measurement databases - BDS provider progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Aspiring young entrepreneurs take advantage of training to start viable enterprises
Output 4: Access to finance for potential young entrepreneurs facilitated through improved availability of information on financial products, enhanced capacity of FSPs to reach the target group with appropriate financial products, and through financial literacy education	- <u>Contribution to Immediate Objective 1:</u> 1,000# existing self-employed youth experiencing/expecting to secure stabilized/ maintained/improved net business incomes (target 33% young women beneficiaries and 40% from disadvantaged groups) incomes as a results of FLE training and access to FS - Type financial services accessed by # beneficiarie - 6# FSPs trained in financial literacy education, and financial risk analysis and planning for onward training of target youth - 1,000# target youth trained in financial literacy education and provided with access to financial services	- Project and service provider activity and results measurement databases - Service provider progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Beneficiaries take advantage of increased access to financial services to start/expand viable enterprises

Output 5: Cooperatives and communities strengthened to become competitive/more competitive and entrepreneurial to create more jobs and incomes, and to involve more youth members	- Contribution to Immediate Objective 1: Expected productive enterprise and wage labour incomes of at least 3,500 community youth beneficiaries (target 33% young women beneficiaries and 40% from disadvantaged groups) - At least 30# cooperatives/groups/associations assisted and % youth (and special target group youth) and others assisted, and % benefiting from increased incomes and employment opportunities - # Community group economic development process established - #/Type of business-led employment schemes for cooperative and community youth - #/Type of cooperatives linked with the private sector	- Project and service provider activity and results measurement databases - Implementing partner progress and final reports - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Cooperative and community youth beneficiaries take advantage of project support to increase incomes, start viable business and obtain gainful employment
Output 6: Productive employment and economic opportunities created for youth through youth-led employment schemes	- Contribution to Immediate Objective 1: Expected new/improved productive enterprise and wage labour incomes of at least 1,000 youth beneficiaries (target 33% young women beneficiaries and 40% from disadvantaged groups) - #/Type of youth-led employment schemes supported by the projects	- Implementing partner progress and final reports - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Adequate quality submissions are received through call for proposals
Output 7: Youth-led empowerment opportunities provided addressing youth priorities while contributing to dialogue and mutual understanding	- #/Type of empowerment interventions (at least 25#) - Total # youth beneficiaries and % women and disadvantaged youth	- Implementing partner progress and final reports - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report	- Relative peace and stability continues to prevail in the target districts - Adequate quality submissions are received through call for proposals
ACTIVITIES: <i>Tasks to be done to produce the outputs</i> <i>(detailed list provided by individual output)</i>	INPUTS: Summary of the Joint Programme budget. Total budget available for activity implementation (excl. 7% project support cost) is USD 2,482,243	Means of verification	Important assumptions

Output 1 (ILO lead) 1.1 Identify urban, peri-urban and rural target communities using poverty and income criteria 1.2 Conduct participatory meetings with community groups including youth representatives 1.3 Identify small-scale priority investments in community infrastructure and services 1.4 Organize youth project implementation teams 1.5 Design community interventions and prepare costings 1.6 Prepare and agree community contracts with youth groups 1.7 Implement sub-projects to create/maintain community assets and workdays 1.8 Monitor interventions and measure and report results	Estimated Budget: US\$ 318,381	<ul style="list-style-type: none"> - Implementing partner contracts & ToRs - Project activity and results measurement databases - Implementing partner progress and final reports - Progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<ul style="list-style-type: none"> - Relative peace and stability continues to prevail in the target districts
Output 2 (FAO lead) At least 100 FFS/JFFLS: 2.1 Identify target communities and training needs 2.2 Identify demonstration fields 2.3 Adapt existing FFS/JFFLS training material to the context of Nepal and training needs, and include OS&H component /WIND and other employment-specific training 2.4 Select and train facilitators/ coordinators 2.5 Select participants and form training groups 2.6 Provide start-up inputs 2.7 Implement the training programme Youth Vocational Skills Development 2.8 Develop service provider terms of reference 2.9 Issue a request for expressions of interest from experience VT service providers to deliver responsive training and follow-up job placement and counselling services to trainees 2.10 Select, brief and contract VT service providers (performance-related contracts) 2.11 Monitor service delivery quality 2.12 Measure and report results	Estimated Budget: US\$ 783,002 (FAO USD512,207 ILO USD 270,795)	<ul style="list-style-type: none"> - Service provider contracts & ToRs - Project and service provider activity and results measurement databases - # FFS/JFFLS facilitator/coordinator progress and final reports - Vocational training implementing partner training and job placement progress and final reports - District skills development capacity building service provider's report - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<ul style="list-style-type: none"> - Relative peace and stability continues to prevail in the target districts - Farming and vocational training beneficiaries take advantage of training to increase farm incomes and secure gainful employment
Output 3 (ILO lead)	Estimated Budget:		

<p>3.1 Integrate SIYB approach with agriculture-based enterprises such as processing, marketing, storage, etc (FAO)</p> <p>3.2 Develop service provider terms of reference (ILO)</p> <p>3.3 Issue a request for expressions of interest from interested service providers for the delivery of SIYB Level 1 training to youth and follow-up business counselling services and linkages of business starters to financial services</p> <p>3.4 Provide 6 Training of Trainers (ToT) on "Start and Improve Your Business" (SIYB) (ILO)</p> <p>3.5 Select, brief and contract SIYB service providers (performance-related contracts) (ILO)</p> <p>3.6 Monitor service delivery and measure and report results</p>	<p>US\$523,940 (ILO USD 493,840 FAO USD 30,100)</p>	<ul style="list-style-type: none"> - Service provider contracts & ToRs - Project and service provider activity and results measurement databases - BDS provider progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<p>- Relative peace and stability continues to prevail in the target districts</p>
<p>Output 4 (ILO lead)</p> <p>4.1 Complete a study mapping the supply of financial services relevant to enterprise start-up and expansion by target youth including packaging of local FS availability information (FSPs, types of savings, loan, leasing, insurance and other products)</p> <p>4.2 Complete a baseline survey to assess financial literacy and behaviour level of the target groups</p> <p>4.3 Based on the results of the mapping study in 4.1 above, select local FSPs for the provision of financial services to target youth and complete awareness-raising activities to acquaint target FSPs with good practices and peer experiences in the provision of finance for young entrepreneurs</p> <p>4.4 Adapt training material on financial education based on existing ILO material</p> <p>4.5 Provide training, technical assistance and guidance to FS providers to facilitate/provide access to finance for target youth, financial product diversification, elaboration of operational guidelines for conducting financial literacy education and other</p> <p>4.6 Contract FSPs for onward delivery of financial literacy education training and services to target youth providing responsive technical assistance and monitoring support during implementation as necessary</p> <p>4.7 Monitor interventions and measure and report results</p>	<p>Estimated Budget: US\$ 201,739 (ILO)</p>	<ul style="list-style-type: none"> - Project and service provider activity and results measurement databases - Service provider progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<p>- Relative peace and stability continues to prevail in the target districts</p>
<p>Output 5 (ILO lead in close collaboration with FAO)</p> <p>Cooperative Enterprise</p> <p>5.1 Complete business and employment growth and youth membership increase needs and solutions</p>	<p>Estimated Budget: US\$ 408,333 (ILO USD 247,537 FAO USD 160,796)</p>	<ul style="list-style-type: none"> - Service provider and implementing partner contracts & ToRs - Project and service provider activity and results measurement databases 	<p>- Relative peace and stability continues to prevail in the target districts</p>

<p>assessments for target cooperatives in the project locations (FAO & ILO)</p> <p>5.2 Design and implement an action programme of responsive interventions to strengthen the capacity of target cooperatives to increase incomes for members and increase youth membership (FAO & ILO)</p> <p>5.3 Train/contract service providers and implement interventions (FAO & ILO)</p> <p>5.4 Link target cooperatives with business-led initiatives for youth employment</p> <p>5.5 Monitor interventions and measure and report results (FAO & ILO)</p> <p>Community Economic Development (ILO)</p> <p>5.6 Identify/select target community groups</p> <p>5.7 Provide capacity building training to groups and individuals to develop group action plans and group member personal self-employment plans</p> <p>5.8 Provide follow-up advice and guidance to target groups on the implementation of group action plans including the creation of funding linkages for group action plan interventions</p> <p>5.9 Provide follow-up advice and guidance to group members to develop self-employment activities</p> <p>5.10 Measure and report results</p>		<ul style="list-style-type: none"> - Implementing partner progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	
<p>Output 6 (ILO lead)</p> <p>6.1 Organize application package, final criteria, selection committee and call for proposals</p> <p>6.2 Select the successful applications through short – listings and final approval of the selection committee.</p> <p>6.3 Issue grant agreements to the selected applicants</p> <p>6.4 Supervise implementation and provide technical support as needed for the implementation</p> <p>6.5 Measure and report results</p>	<p><u>Estimated Budget:</u></p> <p>US\$ 148,902</p> <p>(ILO USD 100,402</p> <p>FAO 48,500)</p>	<ul style="list-style-type: none"> - Service provider and implementing partner contracts & ToRs - Project and service provider activity and results measurement databases - Implementing partner progress and final reports - Project progress and final reports incorporating results measurement reporting - Final evaluation mission and report 	<ul style="list-style-type: none"> - Relative peace and stability continues to prevail in the target districts - Adequate quality submissions are received through call for proposals
<p>Output 7 (ILO lead)</p> <p>7.1 Organize application package, final criteria, selection committee and call for proposals</p> <p>7.2 Select the successful applications through short – listings and final approval of the selection committee, with specific attention to link to JFFLS participants, and to promotion of environmental and heritage and conservation projects (with FAO inputs)</p>	<p><u>Estimated Budget:</u></p> <p>US\$ 91,634 (ILO)</p>	<ul style="list-style-type: none"> - Implementing partner contracts and progress and final reports - Project progress and final reports - Final evaluation mission and report 	<ul style="list-style-type: none"> - Relative peace and stability continues to prevail in the target districts - Adequate quality

7.3 Issue grant agreements with selected applicants			submissions are received through call for proposals
7.4 Supervise and monitor implementation			
7.5 Assess impact of projects			

ANNEX 3

EVALUATION MATRIX

KEY EVALUATION QUESTIONS AND DATA SOURCES

KEY EVALUATION QUESTIONS FROM TOR	METHODS TO BE USED TO ADDRESS KEQs
<p>V. Relevance and strategic fit</p> <p>Are the needs identified at the outset still relevant? If so, does the Programme continue to address a relevant need and decent work deficit? Have new and/or more relevant needs emerged that the Programme should address?</p> <p>To what extent have the recipient stakeholders taken ownership of the Programme concept and approach since the inception phase?</p> <p>How does the Programme align with and support national and district development plans relevant to youth employment and empowerment?</p> <p>How does the Programme align with and support ILO's strategies embedded in the DWCP</p> <p>How well does the Programme complement and fit with other ILO Programmes in the country?</p> <p>How well does the Programme complement and link to activities of UN and non-UN donors at local level?</p>	<ul style="list-style-type: none"> • Reports and Consultations with ILO/FAO • Field visit interviews • Interviews with Implementing Partners • Reports and Consultations with ILO/FAO • Interviews with LDO, CDO • Reports and Consultations with ILO • Reports and Consultations with ILO • Interviews with Implementing Partners, District Officials

<p>VI. Validity of design</p> <p>What was the starting point of the Programme at the beginning? To what extent were the interests and needs of youth in the Programme districts addressed? How was it established? Was gender issues considered?</p> <p>Are the planned Programme objectives and Immediate Objectives relevant and realistic to the situation on the ground? Whether the program adapted to specific (local, sectoral etc.) needs or conditions?</p> <p>Are ILO and FAO the strategic executing agencies of this Programme? Does the Programme design match with each agency' comparative advantages?</p> <p>Is the intervention logic coherent and realistic?</p> <p>Do outputs causally link to the intended outcomes Do outputs causally link to the intended outcomes (immediate objectives) that link to broader impact (development objective)?</p> <p>How plausible are the underlying causal hypothesis? What are the main strategic components of the Programme? How do they contribute and logically link to the planned objectives? How well do they link to each other?</p> <p>Who are the partners of the Programme? How strategic are partners in terms of mandate, influence, capacities and commitment? How do youths participate and benefit from the Programme?</p>	<ul style="list-style-type: none"> • Programme Reports and Consultations with ILO/FAO • Programme Reports and Consultations with ILO/FAO • Field interviews • Consultations with ILO/FAO • Programme Reports and Consultations with ILO/FAO • Theory of Change analysis • Analysis of Programme Document • Theory of Change analysis • Field Interviews – all stakeholders • Programme Reports • Interviews with Ips
--	---

<p>What are the main means of action? Are they appropriate and effective to achieve the planned objectives? To what extent have gender-specific means of action been included?</p> <p>On which risks and assumptions does the Programme logic build? How crucial are they for the success of the Programme? How realistic is it that they do or not take place? How far can the Programme control them?</p> <p>How appropriate and useful are the indicators in the logical framework in assessing the Programme's progress?</p> <p>Are the targeted indicator values realistic and can they be tracked? Are indicators social inclusion and gender-sensitive? Are the means of verification for the indicators appropriate?</p>	<ul style="list-style-type: none"> • Programme Reports, MIS Data base • Logical Framework • Logical Framework • Logical Framework • TORs of Implementing Partners • Programme Data Base
<p>VII. Programme Progress and Effectiveness</p> <p>To what extent the recommendations of the midterm evaluation have been taken into consideration by the Programme?</p> <p>Have the 2 Programme immediate objectives been achieved or likely to be achieved? To what extent? What is the value of the indicators to date? To what extent is the Programme reaching the target group, in particular women, youth of the Programme</p>	<ul style="list-style-type: none"> • Mid term evaluation and consultations with Programme Manager • Programme MIS and Monitoring database • Programme MIS and Monitoring database • Consultations with

<p>In which areas (under which outputs/components) does the Programme have the greatest achievements? Why is this and what are the supporting factors?</p> <p>In which areas does the Programme have the least achievements? What has been the constraining factors and why?</p> <p>Have the quantity and quality of the outputs produced so far been satisfactory? Do benefits accrue equally to women and men?</p> <p>How do activities and outputs contribute to ILO's mainstreamed strategies? How do they contribute to:</p> <ul style="list-style-type: none"> ○ Gender equality? ○ Strengthening social partners and social dialogue? ○ Poverty reduction? ○ Strengthening the influence of labour standards? <p>What type of tools, products and new approaches has been developed by the Programme? Any partnerships and networks have been established and maintained, and to what extent have Inter-linkages been established with other similar intervention funded by government and/or other donor-funded Programmes?.</p> <p>How has a more "integrated approach" been used to create synergies between the immediate objectives and link different interventions by the Programme?</p> <p>What outputs have not been implemented</p>	<p>Programme Manager and Field interviews to ask about supporting /constraining factors</p> <ul style="list-style-type: none"> • IP interviews • MIS Data base, and field interviews • Programme Reports • Interviews with Ips • Consultations with Programme Manager • Programme Documents • Consultations with Programme Manager • Field Interviews with all stakeholders • Consultations with Programme Manager • Consultations with
--	---

<p>and the implementation progress.</p> <p>What products and approaches do not show (yet) signs of early impact</p> <p>The effectiveness of management arrangement –</p> <ul style="list-style-type: none"> - Are management, monitoring and governance arrangements for the Programme adequate? - Does Programme governance facilitate good results and efficient delivery? - Does the Programme receive adequate political, technical and administrative support from its national partners? - Has the Programme team's integration (physically and in relation to work flow) between ILO and FAO to enhanced Programme effectiveness? - How has the Programme been monitored? Are there sufficient tools (logframe, work plan, Programme monitoring plan etc) for monitoring the Programme progress/ problem encountered? And were they regularly used and updated by Programme management? - Has cooperation with Programme partners been efficient? - Has the Programme made strategic use of other ILO Programmes, products and initiatives (including ILO's virtual products e.g. AP YouthNet) to increase its effectiveness and impact? <p>Are there any additional achievements of the Programme over and above what was foreseen in the Programme document? If so, do these achievements reflect the strategic areas of the Programme, or the strategic partnerships?</p>	<p>Programme Manager</p> <ul style="list-style-type: none"> • Consultations with Programme Manager, Implementing Partners • Consultations with all stakeholders
<p>VIII. Efficiency</p>	

<p>Have resources (funds, human resources, time, expertise etc.) been allocated strategically to deliver outputs and to achieve the stated immediate objectives?</p> <p>Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Do results justify costs? Could the same results be attained with fewer resources?</p> <p>Have Programme funds and activities been delivered in a timely manner?</p> <p>How efficient has the Programme been managed, in terms of Programme information, communication, cooperation, coordination and financial arrangements within the Programme and with the national and district stakeholders, communication between the stakeholders of the Programme</p>	<ul style="list-style-type: none"> • Consultations with Programme Manager • Financial analysis • Analysis of results and time frame for Programme implementation • Consultations with Implementing Partners • Consultations with Implementing Partners • Consultations with all stakeholders
<p>VI. Impact and Sustainability</p> <p>Are there any signs of emerging impact? How far is the Programme making its contribution to the national peace building and poverty reduction?</p> <p>How has the Programme started preparing for handover to legalized/operational NSC? How effective and realistic is the exit strategy of the Programme? Once external funding ends will national institutions and implementing partners be likely to continue the Programme or carry forward its results?</p>	<ul style="list-style-type: none"> • Programme Reports • Field interviews with all stakeholders • ILO and FAO Country Directors • Consultations with Programme Managers • Interviews with Ips

<p>What crucial issues from the Programme document remain to be addressed and what plans are in place for this?</p> <p>Should there be the role for ILO and FAO in the expansion/extension of the Programme in the future?</p>	<ul style="list-style-type: none"> • Analysis of Theory of Change • Evaluation team's analysis based on findings

Annex 4 Stakeholders and Participants Met

ILO/Jobs for Peace Programme

External Evaluation

Summary of Participation in the meeting/group discussion

SN	details of event	Event Location	Component related to	Event date	Participation						
					Gender wise		Inclusion status				Total
					Male	Female	Dalit	Janjati	Muslim	Others	
1	Meeting with LDO/DTO	Office of District Development Committee, Parsa	N/A	8 th April 2011	2	0				2	2
2	Meeting with Road user committee and workers	Bagahi VDC, Parsa	Component 1 (EII) and 2 (FFS)	8 th April 2011	17	2	5	5		9	19
3	Meeting with Mobile repairing training participants and implementing partner	Dry Port, Birgunj, Parsa	Component 2 (skills)	9 th April 2011	10	0	3	0		7	10
4	Meeting with Enterpenure (TOPE/TOSE) graduates and implementing partner	Manwa Market, Bagwana VDC	Component 3	9 th April 2011	5	9	4	4		6	14
5	Meeting with Market construction user committee and Market management committee	Manwa Market, Bagwana VDC	Component 1	9 th April 2011	8	3	1	8		2	11

6	Meeting with Milk Chilling management team	Badhnihar, Biruwaguthi VDC	Component 3	9 th April 2011	4	0	0	1		3	4
7	Meeting with Inseence stick/candle making training graduates (conflict affected group)	Biruwaguthi VDC	Component 6	9 th April 2011	5	33	18	12		8	38
8	Meeting with Irrigation canal maintenance committee and beneficiaries	Belwa VDC	Component 1	9 th April 2011	21	2	5	14		4	23
9	Meeting with junior Farmer Field Life School Participants and IP	Katgenwa, Belwa VDC	Component 2 (JFFLS)	9 th April 2011	14	18	24	3		5	32
10	Meeting with IPM Society (Componne two implementing 58aboure)	ILO Project Office, Birgunj	Component 2	10 th April 2011	6	0	0	2		4	6
11	Meeting with Implementing partner of component 7 (Youth empowerment) of Parsa district	ILO Project Office, Birgunj	Component 7	10 th April 2011	9	0	1	2		6	9
12	Meeting with CDO and SP	District Administration Office	N/A	10 th April 2011	2	0	0	1		1	2
13	Meeting with Implementing partner of component 3 (SIYB Package)_ Enterprenuership	ILO Project Office, Birgunj	Component 3	10 th April 2011	12	1	4	3		6	13

14	Meeting with Enterpenure (TOPE/TOSE) graduates and Implementing partner	Murli Bagaicha, Birgunj, Parsa	Component 3	10 th April 2011	5	5	3	4		3	10
15	Meeting with Implementing Partner of component 4 (Access to Finance)_Component 4	ILO Project Office, Birgunj	Component 4	11 th April 2011	5	0	0	2		3	5
16	Meeting with LDO/DTO	Office of District Development Committee	N/A	11 th April 2011	3	0	0	1		2	3
17	Meeting with CDO	District Administration Office	N/A	11 th April 2011	1	0	0	0		1	1
18	Meeting with RYDC (Youth wing s group of different political parties)	Office of Local Peace committee, Rautahat	Component 7	12 th April 2011	8	0	1	2	1	4	8
19	Meeting with FFS/JFFLS Beneficiaries and IP	Pachrukhi VDC, Rautahat	Component 2	12 th April 2011	11	12	1	7	3	12	23
20	Meeting with Youth Empowerment beneficiaries and IP	Pachrukhi VDC, Rautahat	Component 7	12 th April 2011	6	11	0	7	1	9	17
21	Meeting with Om shree cooperative executive committee and IP	Shivnagar VDC	Component 5	12 th April 2011	3	1	0	1	0	3	4
22	Meeting with cooperative beneficiaries (Skills)	Shivnagar VDC	Component 5	12 th April 2011	15	27	28	3	0	11	42

23	Meeting with Youth wing field level group and local community	Shivnagar VDC	Component 7	12 th April 2011	16	1	4	1	3	9	17
24	Meeting with Financial education Beneficiaries of Nirdhan Utthan Bank	Dumariya VDC	Component 4	13 th April 2011	2	19	4	6	10	1	21
25	Meeting with Vegetable construction committee/Cooperative	Dumariya VDC	Component 1	13 th April 2011	0	8	1	3		4	8
26	Meeting with IP of Component 2 (Skills)	ILO Country office, Kathmandu	Component 2	15 th April 2011	6	0	0	2	0	4	6
27	Meeting with National Cooperative Federation team (IP 60abourers 5)	NCF office in Kathmandu	Component 5	15 th April 2011	4	1	1	1	0	3	5
28	Meeting with Peace Ministry	Ministry of Peace and Reconstruction	N/A	15 th April 2011	1	0	0	0	0	1	1
	Total				201	153	108	95	18	133	354

57% 43% 31% 27% 5% 38%

ANNEX 5

DETAILED FINDINGS BY PROJECT COMPONENT – BASED ON FIELD VISITS

Component 1: Employment Intensive Infrastructure Development Works

Implementing Agency: ILO

Sites Visited: Road Project, Bagahi, Parsa District; Market Centers in Bagawana (Parsa) and Dumariya (Rautahat); Irrigation Project, Belwa, Parsa District

Achievement of Immediate Objectives	<p>Irrigation canal: Achieving increased production of winter crops since completion of irrigation canal last year; now adding sugarcane. Youth employed as wage labor and made nearly twice the daily wage for 61 labourers as the payment was based on work done</p> <p>Market Centers: mostly vegetable production supporting. Youth and women User Groups getting experience in construction and labor management, and also income and employment.</p> <p>Road Rehabilitation: 60-70 people got work and earnings; youth user committee now well versed with developing and implementing public works. Are now submitting new proposals to VDC for addl improvements in the road drainage that is still needed</p>
Contribution to Peace Building	<p>"farming is doing well, and water is plentiful - so farmers are contented and there is peace". Youth also work part-time in nearby factories, and there is now higher labor demand for agriculture – so no youth are sitting idle, they are all either studying or working.</p> <p>User Committee members – learning to work together, and for the common and community benefit</p>
Means of Action – value contribution	<p>All user committee members of market centres, and 2 of 9 User committee members are women. Community felt that youth coming forward sets a good example. Bagahi VDC has decided to give youth more responsibility in VDC projects</p>
Emerging Impact	<p>Increased agricultural production and incomes. Are also saving fuel for pumping water for irrigation earlier.</p> <p>User Groups in both Market Centers have started a savings cooperative, and aim to start some form of cooperative</p>

	<p>production. Road project User group has also started a cooperative by joining with FFS members, and are now raising share capital</p> <p>Road improvement leading to better prices for agricultural produce; also social services more accessible (eg. Ambulance can now come to the village)</p>
Sustainability of Project benefits	<p>A User Committee of those benefiting from the canal has been formed – contributed 90Kg. wheat per Ha of irrigated land to help with maintainance (and future improvements). Next season;s contribution to be determined by User Committee.</p> <p>Road projects were selected with input of DDC and a participatory planning process with VDCs. Roads selected were from a priority list, are therefore included (at least theoretically) in future maintenance.</p>
Local Partner's capacity to upscale	<p>In all cases User Committees have mobilized additional support and taken up institutionalization in the form of savings (and production) cooperatives.</p>
Good Practices	<p>Training components, eg. LCED training, that have a future planning orientation was mentioned by youth as being very useful</p> <p>User committees working in a well integrated/connected manner with existing institutions tended to be a lot more successful in producing results</p>
Opportunities and Challenges	<p>Youth need addl. Skills trainings t give them more options</p> <p>User committees from market centers that have started Cooperatives and aim to build it into some form of production cooperatives, are in need to support and guidance</p> <p>User committees of both market centers were mostly women. But in the road and irrigation projects only 2 out of 9 members were women. Getting young women in wage work was challenging: girls are married off by 16-17 years of age, and female youth are all young brides who have been married into the village – and not often in the wage labor market.</p>
Achievement influencing Factors	<p>Strong local consultations in selection of high demand infrastructure projects.</p> <p>Has enabled ownership and created means for maintenance and additional improvements</p> <p>Youth User Groups very effective in cutting out corruption that</p>

	<p>is high in infrastructure projects</p> <p>Locally managed ensured good results and also helped employment and income of local youths</p>
--	---

Component 2: Skills Training

Implementing Agency: ILO and FAO

Sites Visited: Skills Training Graduates (cell phone repair) in Birgunj; JFFLS Graduates in Katgenwa, Belwa; FFS and JFFLS Graduates in Pachrukhi VDC; Meetings with C2 Implementing Partners

Achievement of Immediate Objectives	<p>Skills training graduates: 7 were self employed and 7 got wage employment in the area after the training (2 had moved to Ktm and two had dropped out)</p> <p>JFFLS: two groups met had diverse strategies, but both had prepared business plan and investment strategy (joint or individual) for the project funds received</p> <p>FFS: IPM society facilitated (as with the JFFLS) and geared to vegetable production. In the group visited, only a few were actively engaged in vegetable production and the extent to which the training had benefitted them was not clear.</p> <p>Agricultural Skills Training: there was no evidence of this possible in the field visit – outside of the training in JFFLS and FFS</p>
Contribution to Peace Building	<p>Youth in urban areas moving into employment had reduced their involvement in political party marches or illegal activities</p> <p>JFFLS in Parsa had formed a group strategy that was aimed at enhanced social engagement between ethnic groups, and together farming an IPM inspired vegetable plot</p>
Means of Action – value contribution	<p>In order to reach women, different Skill orientations were selected for men and women. Though no distinction was made for selection, men applied to some trainings, and women to others.</p> <p>Skills were identified based on market demand, and trainees were linked to that.</p> <p>Local Implementing Partners were given TOT</p> <p>Integration with other Components, eg. Access to Finance,</p>

	was at an informal level as the integration was possible only at the IP level
Emerging Impact	<p>MIS data for the off-farm skills trainings show a high level of income and employment benefits. Are supported by the Key Informant Interviews in the field.</p> <p>JFFLS groups also seem to have positive results (facilitated by the Rs. 50,000 provided by the Project as group funds)</p>
Sustainability of Project benefits	<p>Local Ips staying connected with trainees in all cases visited</p> <p>The JFFLS in Parsa had formed a savings/credit coop, and registered with the DADO – hence will be able to access additional trainings</p>
Local Partner's capacity to upscale	Generally limited
Good Practices	<p>Transparent selection process, trainings advertised and selection criteria set</p> <p>TOT for local Implementing Partners who are staying in touch with trainees</p>
Opportunities and Challenges	Participants of target group were not coming forward with applications to trainings (which were advertised). Also identification and verification was difficult in these settings. Additional trainings are in high demand, and partial cost recovery based trainings offer potential
Achievement influencing Factors	<p>Core funds for JFFLS appear to be helpful .</p> <p>Ips had good market scoping for niche skills with good demand with entry level skill-building</p>

Component 3: Entrepreneurship Development

Implementing Agency: ILO and FAO

Sites Visited: C3 graduates in Bagwana and Birgunj (Parsa); Milk Producers Cooperative – Badnihar, Biruwaguthi; Meeting with BDS Providers from Parsa and Rautahat;

Achievement of Immediate Objectives	<p>Limited time to build businesses; however 60-70% of TOSE graduates have started businesses</p> <p>Skills and financial components needed to be added through other means</p>
-------------------------------------	---

	Dairy Cooperative: milk chilling vat has helped increase milk production and uptake, raising incomes and dairy investments
Contribution to Peace Building	<p>TOPE and TOSE group were 'floating' unemployed group. Getting them involved and engaged has a significant contribution. However demand is huge, and 'can continue for 10 years' to meet needs</p> <p>Dairy Cooperative has enabled low caste milk producers to market their product and raise incomes</p>
Means of Action – value contribution	Business development skills were useful only in limited activities, without additional technical skills/knowledge. BDS providers were enabling these trainees to join local District Cooperatives to tap into DADO trainings and capital for developing businesses linked to agriculture
Emerging Impact	Those with existing technical skills faster at using these trainings for enhancing income.
Sustainability of Project benefits	<p>Business training useful, but skills components needed</p> <p>Many trainees have joined local district cooperatives, and thus eligible to receive trainings from DADO and also credit</p>
Local Partner's capacity to upscale	<p>Implementing Partners also connected with PAF, and will use SIYV package to expand to additional 1000 persons in Parsa alone.</p> <p>Ips have formed informal network with each other</p>
Good Practices	Implementing Partners enabling trainees to link with technical skills and finance options.
Opportunities and Challenges	Market assessment and strategy challenging, as enterprise selection is individually oriented
Achievement influencing Factors	<p>Participants free to choose their enterprise, and hence personal commitment was maximized.</p> <p>IP with good local presence, enabled supplementary skill linkages and MFI/savings linkages to be enabled.</p>

Component 4: Access to Finance

Implementing Agency: ILO

Sites Visited: Financial Education trainees Dumariya, Rautahat; Interaction with Implementing Partners (MFIs – Microfinance banks and Savings and Credit Cooperatives) from Parsa and Rautahat

Achievement of Immediate Objectives	Increase in savings and investment is contributing to higher income and employment
Contribution to Peace Building	Expansion of MFIs outreach in communities with savings opportunities for youth helping reduce their attraction towards unlawful activities. Also youth getting involved helps reduce corruption, and disruptive activities
Means of Action – value contribution	Financial Education training included life and financial planning skills. Groups formed after training, and are encouraging savings
Emerging Impact	Increase in outreach of MFIs in the community, increased savings among target group and support group efforts initiated among trainees
Sustainability of Project benefits	Life skills and values oriented training, and continuation of group activities suggests positive sustainability
Local Partner's capacity to upscale	Ips are finding trainings useful to expand clients, and form savings oriented groups New financial products (with child and youth orientation) formed that are being upscaled by some MFIs
Good Practices	TOT for Implementing MFIs, has built local capacity and enabled them to reach out to larger population to encourage savings
Opportunities and Challenges	Linkage with BDS providers was challenging due to distances involved, also new businesses and no skills cannot receive loans generally
Achievement influencing Factors	Financial Education curriculum got good inputs from ILO work in Asia, including financial education material used in Cambodia under ILO's Women Entrepreneurship Development and Gender Equality project (WEDGE). Adaptation of curriculum to Nepali context was done by IEDI based on market research. IEDI also did market research on financial needs. Life financial goals oriented training produced results in short span of time.

Component 5: Cooperative Reinforcement

Implementing Agency: ILO and FAO

Sites Visited: Savings and Credit Cooperative, Shiv Nagar; National Cooperative Federation

Achievement of Immediate Objectives	Low income women trained in candle and agarbatti making, linked to wholesaler Increase in savings and expanded cooperative membership
Contribution to Peace Building	The Primary Society visited in Shiv Nagar has membership focus on poor families, predominantly from dalits, youth and women
Means of Action – value contribution	Cooperative Finances strengthened, membership expanded Women's empowerment as whole family gets involved in enterprise District Cooperatives were idle in both Parsa and Rautahat, and got re-started with this project
Emerging Impact	Cooperatives strengthening practices – accounting, member support for training, marketing Coop membership expanded
Sustainability of Project benefits	Limited, without continued training. Cooperatives are required to allocate 10% annually to training, but compliance is questionable. Scaling up by NCF not possible without addl funding. NCF plans to use lessons from this project, and include ILO in future program planning.
Local Partner's capacity to upscale	Limited, unless primary societies are linked to District Cooperatives and can tap into national funds from NCF
Good Practices	-strengthening non-functioning District Cooperatives -training and monitoring primary societies -leadership training for cooperative members
Opportunities and Challenges	District Cooperatives are the channel for resource flows to Primary societies (including trainings from District departments, eg. DADO) . Though Min. of Agriculture and Cooperatives has funds for directly supporting Primary societies, gaining access to them is difficult
Achievement	Leadership training to coop members with focus on savings

influencing Factors	FAO provided Rs. 50,000 to each of the 30 Cooperatives it supported in this component
---------------------	---

Component 6: Trust Fund for Youth Employment

Implementing Agency: ILO and FAO

Sites Visited: Interaction with Conflict Affected People, Biruwaguthi (?);

Achievement of Immediate Objectives	Group formation, solidarity among underprivileged groups has been achieved. Employment generation for women, as well as training in production of candles and agarbatti imparted.
Contribution to Peace Building	Population of entire basti was from Dalit and Janjati and was severely conflict affected. Two VDC covered, had the most people in poverty in the District. Now the groups get together, talk and work together.
Means of Action – value contribution	Three groups formed and federated by the Implementing Partner
Emerging Impact	No discernible impact on income as yet, as the products (candles and agarbatti) are yet to be marketed. No systematic market study done at start by the IP, and only ex-post facto negotiations are ongoing. As quality of product is not of high standards, this is posing some challenges.
Sustainability of Project benefits	The Implementing Partner is ongoingly engaged with the Community, hence possibility of additional projects is strong, that can build on the group solidarity achieved so far
Local Partner's capacity to upscale	This is quite strong, and the IP is one of the PAF implementers as well
Good Practices	Part contribution from group members (10% of cost of inputs) helped generate strong commitment to participate
Opportunities and Challenges	Market linkages for product not explored at start, and income benefits likely to be below expectations
Achievement influencing Factors	Strong commitment from Youth Group implementing partner, and their acceptance in this very fragile community

Component 7: Trust Fund for Youth Empowerment

Implementing Agency: ILO

Sites Visited: Interaction with Youth Wings of Political Parties, Rautahat; Volunteers trained by Youth Group in Shiv Nagar; Six Implementing Partners for Youth Empowerment, Parsa

Achievement of Immediate Objectives	Youth mobilization and engagement in community activities was very successful. Majority keen to get involved, and got VDC support for civic activities; Youth obtained training and experience in team work and organizing activities
Contribution to Peace Building	Very effective as it helped to channel youth energies in a constructive way
Means of Action – value contribution	Youth mobilization for community activities was empowering Trainings and activities fostered team spirit and organizational abilities
Emerging Impact	Positive results at the community level, already visible in VDC where these groups have been formed. Is generating high demand for continued strategic support
Sustainability of Project benefits	Groups formed likely to continue, but need stronger linkages with support system for momentum
Local Partner's capacity to upscale	High, especially based on experience where communities are open to resource mobilization for these activities. Also Ips have strong local presence and good credibility.
Good Practices	Youth mobilization very effective, and gained community support and resources. Tapped possibility for local resource mobilization for training, including skills and enterprises
Opportunities and Challenges	Linkages with support systems need to continue. In case of Ips, this is likely to continue to some extent. However the case of the Multi-Party Youth Wings coming together to form a new NGO needs further support and nurturing to enable it to become a sustainable youth empowerment organization
Achievement influencing Factors	Tapping into youth energy and drive to improve their communities for peace and development is shown to be a potent force.

ANNEX 6

REFERENCE DOCUMENTS

1. Jobs for Peace Project Documents:
 - Project Proposal, UNPFN Joint Programme Submission by FAO-ILO Joint Project, Dec 2008
 - Report of joint FAO-ILO Inception Mission, May 2009
 - Operational Guidelines, June 2009
 - Mid-Term Evaluation Report by Gerry McCarthy, October 2010
 - Project Progress Reports from ILO and FAO
 - Implementing Partner TORs and Progress/Final Reports
2. ILO Decent Work Country Programme for Nepal 2008-2012
3. ILO Policy Brief: Policy options to support young workers during economic recovery, undated