

**FINAL EVALUATION OF CCWB AND DCWBS
STRENGTHENING PROGRAM (SEPTEMBER 2005 –
DECEMBER 2007)**

FINAL REPORT

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This study is aimed at evaluating the effectiveness and relevance of the CCWB and DCWBS_Strengthening Program (September 2005 – December 2007) in eight districts (Ilam, Sunsari, Morang, Rautahat, Bara, Makawanpur, Banke and Kanchanpur) implemented by CCWB/DCWB and their partner organizations with financial and technical support from Plan Nepal. The objective of the study is to assess project's strategy and activities in creating demand to protect the rights of the children and to enhance the capacity of CCWB/DCWBs to coordinate, facilitate and advocate policy issues more effectively to respect, protect, promote and fulfill child rights in Nepal. Specifically, this study assessed the project performance in line with key variables such as effectiveness, relevance, efficiency, effects and impact, sustainability, gender equity and social inclusion, lessons learnt, and recommendations. To fulfill the objectives stipulated in its TOR, Plan Nepal commissioned CDPS/TU with the task of developing methodology of KIIs, FGDs, arranging consultation meetings and reviewing necessary documents.

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ABBREVIATIONS AND ACRONYMS

AFHA	:	Active Forum for Human Right Awareness
CBO	:	Community Based Organization
CCWB	:	Central Child Welfare Board
CDN	:	Community Development Nepal
CDO	:	Chief District Officer
CDPS/TU	:	Central Department of Population Studies, Tribhuvan University
CFVDC	:	Child Friendly Village Development Committee
CPO	:	Child Protection Officer
CRC	:	Convention on the Rights of the Child
DCCN	:	District Child Club Networks
DCPC	:	District Child Protection Committee
DCWB	:	District Child Welfare Board
DDC	:	District Development Committee
DEO	:	District Education Office/Officer
DIP	:	Detail Implementation Plan
ED	:	Executive Director
ECDC	:	Early Child Development Centre
FGDs	:	Focus Group Discussions
HR	:	Human Rights
KIIs	:	Key Informant Interviews
LDO	:	Local Development Officer
MGMT	:	Management
NGO	:	Non-governmental Organization
MWCSW	:	Ministry of Women, Children and Social Welfare
NA	:	Not Applicable
NNSWA	:	Nepal National Social Welfare Association
UNCRC	:	United Nations Convention on the Rights of the Child
VCCN	:	VDC Child Club Network
VCPC	:	Village Child Protection Committee
VDC	:	Village Development Committee
WDO	:	Women Development Office/Officer

EXECUTIVE SUMMARY

It is widely recognized that CCWB and DCWBs have not been strong enough to implement United Nations Convention on the Rights of the Child (UNCRC) 1989 even after 15 years of institutional presence. In this context, a need of strengthening CCWB and DCWBs at its full capacity was realized and envisioned the “CCWB and DCWB Strengthening Programme”. The programme has two major objectives: 1) to enhance the institutional capacity of the CCWB and DCWBs by providing physical, human resource and logistic support and 2) to increase program implementation capacity through advocacy on policy issues, publication, data collection on UNCRC monitoring indicators, formation of child protection mechanisms, establishment of child clubs in DCWB, promotion of child participation, referral and case supports, and selection of Child Friendly Village Development Committee (CFVDC), development of CFVDC indicators and Action Plan.

The present study evaluates the program in relation to different verifiable evaluation indicators with respect to relevance, effectiveness, efficiency, effects/impacts, sustainability, gender equity and social inclusion in order to furnish practical recommendations for future programme intervention. Morang, Makawanpur, Banke and Kanchanpur districts were selected as sample districts for the program evaluation. Qualitative research tools such as Key Informant Interview (KII), consultative meeting with key stakeholders, and FGD Focus Group Discussion (FDG)) with children and community people were utilized to obtain information necessary for evaluation.

This study found that institutional supports have been important to give an impetus to the CCWB and DCWBs to drive the project activities and establish them as credible institutions at the government level. Likewise, the advocacy programme has been successful to establish a favorable environment at all levels for future programme interventions. As a result of strong advocacy at central level, CCWB revisited and drafted new Children’s Act from child rights perspectives. It is believed that the new Children’s Act will give new pathway for implementing child rights program in the near future despite weak commitments for integrating child rights policies into periodic plans and programs.

The project output has been positive in the area of data collection on UNCRC monitoring indicators, publication on status report on children, and Child Participation Guide Book and its wide dissemination. The project has also been effective in the formation of community level child rights protection mechanisms like Village Child Protection Committee (VCPC) and school focal points including District Child Protection Committee (DCPC) at the district level. In the absence of community level child protection mechanisms, formation of VCPC and child rights focal points at schools has improved access of people to child protection mechanisms. Mobilization of these mechanisms to monitor and motivate children to exercise children’s voices at the community level however has been minimal.

The project successfully formalized a system of enlisting child clubs in DCWBs and distributing Recognition Certification to them for children's organization to legitimize activities of child clubs/organizations. Promotion of children's participation at the program level has been successful despite legal barriers to promote child participation among the relevant line agencies.

Due to a strong advocacy scheme of CCWB, the referral and case supports programme have been successful at the central level. As a result, the Centre for Children at Risk has been operationalized. However, at the district level, this component has not been effective at expected level due to a limited number of case reporting. It is mainly due to low publicity of child protection mechanisms. Effective publicity of child protection mechanisms like DCPC, VCPC, school focal points including DCWBs is desirable.

The programme successfully operationalized the concept of CFVDC in each programme district. For full guarantee of child rights, CFVDC intends to reshape all the social and infrastructural initiatives into the child friendly concept. The operationalization of the CFVDC concept passed through a number of preparatory works like selection of VDC, situation analysis, development of CFVDC indicators, and preparation of Action Plan. The CFVDC initiative adopted participatory approach that helped the programme to come up with positive outcomes such as ownership of community people and stakeholders on Action Plan, increasing interest of partners to implement CFVDC initiatives, increased awareness among community people and stakeholders about child friendly concept. People's "voluntarism" has ensured cost efficiency. CFVDC initiative needs inter-sectoral coordination and collaboration for its success. For this, operationalization of one-door system is recommended.

Insertion of project office into Women Development Office (WDO) appears to be a positive step to harmonize the project with government system, reduce project costs through cost/resource sharing, and ensure institutional sustainability of the project. Clear-cut working guidelines on sustainability are yet to be formulated and implemented. The study found a significant move towards achieving gender equity and social inclusion at the program level. At the institutional level, however, ex-officio system of membership in DCWBs and DCPC is constraining the attainment of gender equity and social inclusion.

In its lifespan, the project suffered external as well as internal problems. Conflict and political instability interfered with the structure of the authority and the institutional process of project reflected in late hiring of human resources, weak monitoring/supervision of CFVDC, and delay in dispatching necessary documents to the center. CCWB and DCWBs were able to run the project activities smoothly, accomplish activities in time and produce expected output/outcomes after hiring of human resources. Frequent change of CCWB and DCWBs authority, discontinuation of job by project staffs and lapses of institutional memory, and bureaucratic nature of DCWBs are the major internal problems faced by the project.

The project was lacking rigorousness in the aspect of project management/procedures. Less awareness Child Protection Officer about Terms of Reference (TOR), delay of submitting bills/vouchers and fund disbursement, inability to complete some of the

planned activities, lack/less awareness of child protection mechanism about TOR and modus operandi, are some of the managerial problems of the project. CCWB and DCWBs should give serious attention to these matters in the future course of programme implementation.

The evaluation team foresees a number of challenges ahead with respect to the requirement of a large amount of financial resources in order to materialize the CFVDC initiatives. The team also foresees the need for removing legal barriers from the relevant line agencies for promoting the participation of children and for protecting and promoting their own rights. However, supportive environment created by this phase of the project, gradual shifting of national development policies to right-based approach, increasing interest of partners in CFVDC initiatives and commitments and sense of ownership of community people on CFVDC Action Plan can lead the future program a success.

The belated project during its lifespan has succeeded to create a favorable environment for future interventions. Child Welfare Officer as an organizer has succeeded in implementing the program. He/she might need extra human resources and financial support until the programme gets maturity for self-sustenance.

1. INTRODUCTION

Widely recognized fact is that respect and recognition of child rights is fundamental to any society's future well being and prosperity which is well reflected in contentions and articles of the United Nations Convention on Rights of Child (UNCRC) 1989. As a participant country, Nepal ratified the UNCRC in 1990, indicating its commitment to the survival, development and protection of children. Although it is everyone's responsibility to ascertain Child Rights, the primary duty rests on the State, which is obliged to ensure that UNCRC is promoted, protected and fulfilled. To this effect, Nepal government has taken important legislative measures to safeguard children's rights such as the Children's Act 1992, formation of Central and District Child Welfare Boards. It has further translated various provisions of the Convention into national laws, policy and programmes. Monitoring and reporting the status of child rights is the responsibility of Central Child Welfare Board (CCWB) and District Child Welfare Board (DCWB) although National Human Right Commission and different civil society organizations are also involved in monitoring the implementation of child rights. However, due to the conflict situation as well as weak institutional set up of DCWBs in most districts, the monitoring of either realization or violation of the child rights has been less effective. Therefore, the need for CCWB and DCWB Strengthening Programme was felt.

Nepal has faced a number of challenges and constraints in implementing the UNCRC. Children's basic rights to survival, development, protection and participation have been largely neglected by gender in both rural and urban areas **mostly among marginalized and less privileged classes**. This is further compounded by traditional and cultural practices, poverty and conflict. According to child deprivation index, Three out of six Plan districts have the lowest child deprivation index and other three districts moderate child deprivation index¹. Despite a marked increase in the awareness about child rights in Nepal during the last 10 years, achievements in terms of commitments made by the government in UNCRC and the national plan of action fall below 50 percent². This meant that children's meaningful participation for their active citizenship is largely resulting in violation of their basic rights to health, education, survival, and development

With the implementation of CCWB and DCWBs strengthening program, it was expected that the system, procedure and human resource capability of both CCWB and DCWBs will be strengthened to function effectively as viable Child Rights protection and promotion organizations. It was expected that these organizations will nurture and promote the working relationship with concerned government and non-government organizations. Once DCWBs start to function more effectively, it will play pivotal role in protecting and promoting child rights. In this process they will coordinate with prominent agencies such as District Development Committee (DDC), Municipalities, VDCs and NGOs.

¹ Districts of Nepal: Indicators of Development, ICIMOD/SNV Nepal

² The Situation of Child Rights in Nepal, 2004, CWIN (in Nepali)

The project is implemented under the Child Protection and Participation Program in Plan Nepal for the three-year period from January 2005 to December 2007 with the following objectives.

- To build capacity and knowledge base on and CRP at different levels (Government, staff, partner, community, children and adults).
- To develop and strengthen mechanisms and structures (GOs, NGOs, CBOs, children and adults) that protect and promote child rights.
- To strengthen children's participation and governance at community, district and national levels

2.1 Project Goal

The goal of the project is to enhance the capacity of CCWB and DCWBs, so that they can coordinate, facilitate and advocate on policy issues more effectively to respect, protect, promote and fulfill child rights in Nepal as mandated by the Children's Act 1992 (*see Appendix I for Project objectives, Output and Activities*).

The project covers 8 districts: Ilam, Banke, Morang, Sunsari, Rautahat, Bara, Makawanpur and Kanchanpur.

3. OBJECTIVES OF THE STUDY

General objective of the study is to assess the effectiveness and relevance of the project strategy and activities in creating demand to protect the rights of the children and in enhancing the capacity of CCWB and DCWBs, so that they can coordinate, facilitate and advocate on policy issues more effectively to respect, protect, promote and fulfill child rights in Nepal as mandated by the Children's Act 1992. The findings and recommendations derived from the study are expected to feed into the design of the approach and strategy for future planning and implementation. As in specific objectives the study is expected to assess the project performance in line with the following seven key variables: a) Evaluation of Effectiveness of the Project, b) Evaluation of Relevance of the Project, c) Evaluation of Efficiency of the Project, d) Evaluation of Effects and Impact of Project, e) Evaluation of Sustainability of Project, f) Evaluation of Gender Equity and Social Inclusion, g) Lessons learnt and recommendations (*For detail, see Appendix I*).

4. METHODOLOGY

4.1 Sample Size

The evaluation covers eight districts (Ilam, Sunsari, Morang, Rautahat, Bara, Makawanpur, Banke and Kanchanpur) in which CCWB implemented "CCWB and DCWBs Strengthening Programme" with the support of Plan Nepal. Altogether 4 districts such as Morang, Makawanpur, Banke and Kanchanpur were selected as samples.

The main criterion used to select sample districts is geographic characteristics of the programme district. Morang, Banke and Kanchanpur were selected to represent five programme districts such as Sunsari, Morang, Rautahat, Bara and Banke in Tarai. Makawanpur district was selected to represent two hill districts (Ilam and Makawanpur). The sample of the districts was also made representative of different development regions such as Morang from Eastern, Banke from Mid-western, and Kanchanpur from Far-western development regions. Representative district from the central Tarai region was not selected due to security reason. However, the proposed sample plan³ adequately represents geographical differences of the number of programme districts as well as offer ample opportunities to apply research tools in order to capture variations in the indicators of project performance.

4.2. Sources of Data and Research Tools

The study utilizes qualitative and quantitative information from primary as well as secondary sources. However, considering the target group of the project (project with extensive focus on CCWB, DCWB, civil society, children and child right organizations rather than families and individuals), qualitative research tools appear to be more viable. Therefore, in this study qualitative research tools have been applied more extensively. Key Informant Interviews (KIIs)/Consultation Meetings, Focus Group Discussions (FGDs) and Representative Case Study are the main research tools employed for generating qualitative data.

4.2.1 Key Informant Interviews (KIIs)

The objective of the KIIs is to explore in-depth information about variables under study (efficiency, relevance, effectiveness, etc.) and it targets to carry out interviews with key personnel of the relevant organizations (Chairperson/Director and Secretary) as well as representatives of member organizations. A set of Discussion Guidelines was prepared before field visit in consultation with Plan Nepal. The major stakeholders interviewed are representatives of CCWB, Plan Nepal Country Office, staffs of Plan Programme Unit (PU), DCWBs of selected districts (including representatives of member organizations and child representative if any), District Child Protection Committee (DCPC), Village Child Protection Committee (VCPC), social workers, school teachers and child clubs of CFVDC (Child Friendly Village Development Committee)⁴. Table 1 presents the actual number of FGDs and KIIs conducted at different levels.

³ This sample plan is prepared in consultation with Plan Nepal.

⁴ In each programme district, one VDC is selected and aimed to develop as a child friendly village. The project, in this phase, aimed to carry out various preparatory works. Therefore, these VDC may be called as proposed CFVDC.

Table 1: Number of KIIs and FGDs Carried out at Different Level

Level of Consultation	KIIs		
	Institution Visited	KIIs	FGDs
Centre (Kathmandu)	2	10	NA
Morang	5	11	NA
Makwanpur	6	8	NA
Banke	7	9	NA
Kanchanpur	7	11	NA
CFVDC			
Teteria Morang	4	5	2
Phakhel Makawanpur	3	3	2
Paraspur Banke	4	8	2
Dodhara Kanchanpur	4	5	2

NA=Not Applicable.

Source: Appendix IV.

4.2.2 Focus Group Discussions (FGDs)

One each FGD was conducted with children and community people of CFVDC. Appropriate locations for FGD were identified in consultation with local people. Proper representation of participants for discussion by age, gender, and caste/ethnicity was ensured. In case of FGD with children, children between 10-17 years of age were considered. In total, eight FGDs (four each FGDs with children and community people) were conducted in the study. Discussion guidelines for FGDs were prepared before field visit in consultation with Plan Nepal (*for Guidelines see Appendix II*).

4.2.3 Representative Case Studies

Detailed case studies of best practices among Child Friendly VDC, one each from DCWB and CCWB are also developed and presented.

Required quantitative information was acquired through the review of official records, published and unpublished reports, and baseline survey.

For details of study objectives, objectively verifiable indicators, means of verification (MOV) and objectively derived outputs, see Appendix III.

5. LIMITATIONS OF THE STUDY

- a. Field visit to the programme districts was short. So ample evidences at different levels might not have been covered.
- b. Collection of complete information about past activities and experiences was not possible due to unavailability of responsible project staff who worked from the inception but discontinued job in the mid-period of the project (Makawanpur and

CCWB). However, the Evaluation Team attempted to locate and consult ex-project staffs to explore their experiences.

6. FINDINGS

6.1 Modality of the Programme

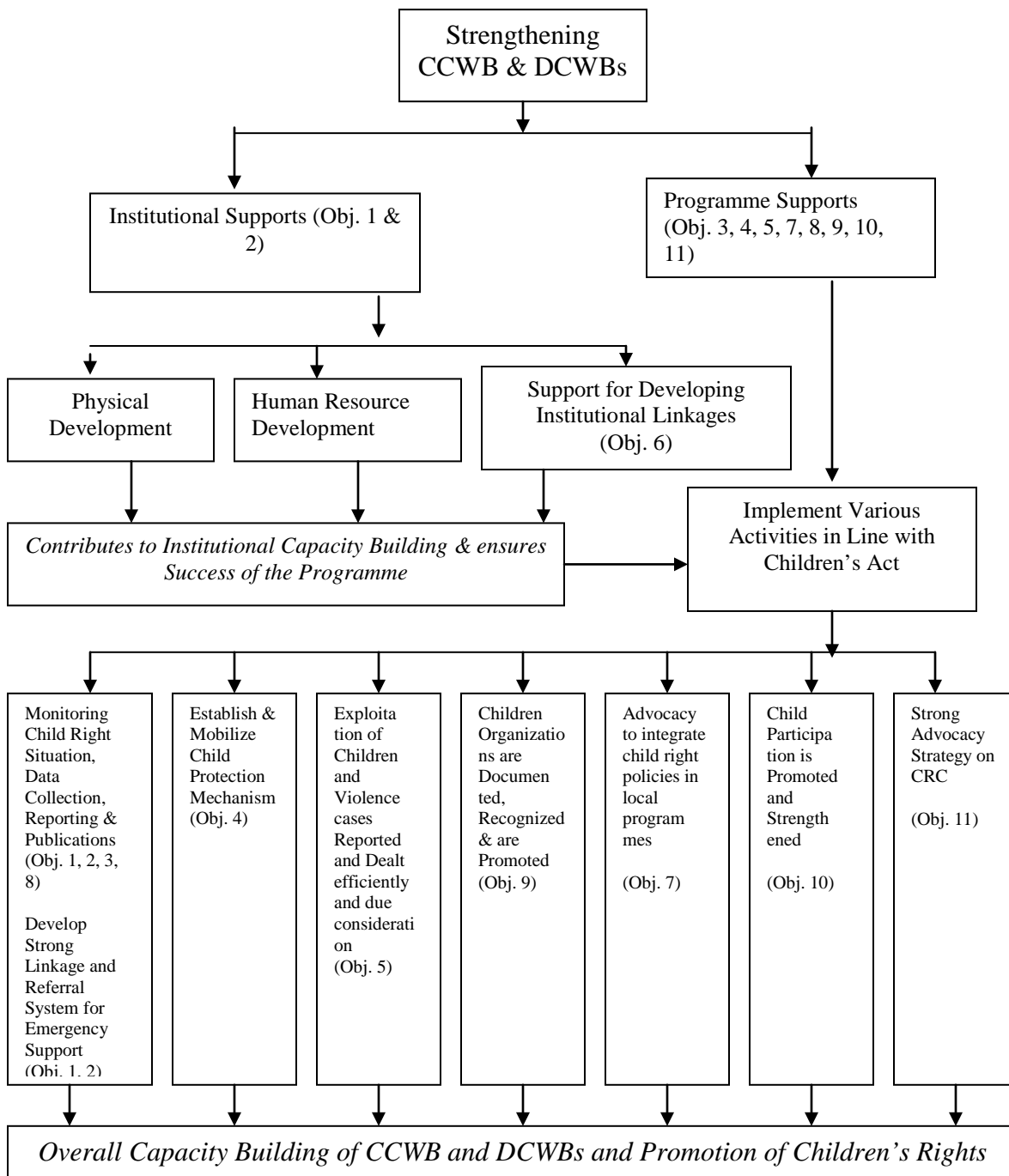
Under the CCWB and DCWB Strengthening Programme, CCWB received various supports (financial, logistics and human resource) from Plan Nepal and provided such supports to the eight DCWBs (Ilam, Morang, Sunsari, Rautahat, Bara, Makawanpur, Banke and Kanchanpur). The two Sunsari and Banke districts got human resource supports from Save the Children Norway and human resource support provisioned for these two districts were allocated to Ilam and Kanchanpur with similar programme supports as of the other six districts.

The main objective of CCWB and DCWBs Strengthening Programme is to promote child rights through operationalization of specific provisions of Children's Act 1992. This project envisioned strengthening of CCWB and DCWBs through supports at institutional as well as programme level.

The institutional support aims at addressing the problem of weak institutional framework of CCWB and DCWBs through certain measures of institutional capacity building (Objective 1, 2 & 3). Under this component, CCWB has received supports for physical (equipments and logistics) and human resource (appointment of Programme Manager) development so that CCWB and DCWB could be able to establish and run project offices. This component also provisioned supports for capacity building trainings to human resources in relevant field of the project, data collection, reporting and publications, and developing referral systems for emergency cases.

The major focus of the programme level supports aims at addressing the problems and needs of the children at central, district and the community level. The programme support covers supports for implementing advocacy programme and strengthening institutional linkages. The project envisaged that CCWB and DCWBs with enhanced institutional capacity will be able to carry out all the programme activities smoothly and in turn it will help strengthen the capacity of CCWB and DCWBs in programme planning and execution (Figure 1).

Figure 1: Objectives and Programme Modality of the Plan Nepal Supported CCWB and DCWBs Strengthening Programme (Sep. 2005-Dec. 2007)



Note: Objectives are adopted from Detail Implementation Plan (DIP).

The project has three-tier system in the implementation of project activities – central, district and the community level – in order to address the existing problems and needs at

different levels. One of the major focuses of the programme at all levels has been creating a supportive environment (policy as well as action programme) in the implementation of provisions of Children’s Act. It is aimed to realize mainly through sensitization of the child rights issues, policy/legal advocacy, publications/dissemination, promotion of institutional linkages/coordination, and emergence of child protection mechanisms. In addition to this, CFVDC initiatives in all the programme districts appear to be another major programme component. The two years of programme implementation completed the preparatory works of CFVDC initiatives. The activities carried out during the project period are: selection of CFVDC, situation analysis, indicator development, and preparation of CFVDC Five-Years Action Plan. The action plan proposed wide-ranging interventions for achieving the goals of establishing Child Friendly VDC in the next five years period. The basic intention of the project is to develop one child friendly model village in each programme district for replication.

Box 1: Activities Envisioned at Different Levels

<i>Central Level</i>
<ul style="list-style-type: none"> • Conduct training and orientation to district level project staffs • Collection of data through district and community level mechanisms, compilation, reporting, publication, dissemination • Strengthen referral system to support the emergency cases • Policy and legal advocacy at central level and advocacy for CRC • Coordination among all relevant ministries
<i>District Level</i>
<ul style="list-style-type: none"> • Establish child protection mechanisms (district and community level) • Strengthen referral system to support the emergency cases (district and community level) • Legal supports to the violence of the rights of the children (victimized children) (district and community level) • Strengthen institutional linkages and coordination at local level • Policy advocacy at district and community level to integrate child right policies in local planning (district and community level) • Data collection on CRC monitoring indicators and reporting to CCWB • Enlistment of child organizations and distribution of recognition certificate • Capacity building of children’s organizations • Promotion of children participation in local planning and help prepare Children Participation Guide Book • Monitor child right situation through local level mechanisms
<i>Community Level</i>
<ul style="list-style-type: none"> • CFVDC initiatives <ul style="list-style-type: none"> ○ Develop Plan of Action ○ Coordination and linkages with concerned line agencies and organizations ○ Formation of VCPCs & monitoring of CFVDCs ○ Mechanisms for filing of cases of violation of the rights of the children ○ Promoting and strengthening the role of child clubs for child protection

Note: DCWBs play role as a Facilitator in carrying out community level activities

6.2 Relevance of the Programme

The government expressed various commitments at the national and international level to safeguard the rights of the children and, accordingly efforts are being made from all sides to fulfill basic rights of the children, i. e. survival, protection, development and participation. As a result, during the last two decades or so, the country has witnessed a significant improvement in school enrolment of children, reduction of infant/child mortality, and child marriage. However, overall child right situation realized has been far from satisfactory as many Nepali children are deprived of basic rights, and are being exploited, victimized, and abused⁵. Furthermore, during the twelve years of conflict, the country experienced severe violence of children's rights with involvement of children in armed conflict and displacement. In this context, a need of a strong community child protection mechanism as envisioned by this project at the government level was felt.

Although CCWB and DCWBs was in place, this mechanism, as widely indicated, was inactive in the programme districts. The institutional strength, effort and performance of CCWB and DCWBs were felt to be inadequate to carry out the specific provisions of Children's Act, ensure rights of the children, and achieve goals of the UNCRC. In this context, the project strategy to revitalize the inactive State mechanisms through financial and technical supports has paramount importance.

Besides institutional capacity building of CCWBs and DCWBs, this project envisaged a child protection mechanism in order to monitor child right situation, assist children in difficult circumstances, and promote rights of the children. Accordingly, this project operationalized child protection mechanisms at the district and village level. This mechanism mainly involved formation and operationalization of DCPC and VCPC, strengthening Child Clubs, and child rights Focal Points at schools. This project also intended to establish a strong regular mechanism to support the child rights violation cases through administrative and legal help. In a situation of complete lack of child protection mechanisms, it has improved access of community people to the child rights protection mechanism.

The main objective of the project to operationlize the specific provisions of Children's Act 1992 is a good move towards achievement of the goals and targets provisioned in Children's Act 1992 and UNCRC 1989. The child-centered (child-friendly) community development approach as envisioned with the CFVDC initiatives is fully based on the principles and objectives of the World Fit for Children i. e. "put children first" in all actions related to children. The project is also a move towards the goal of creating "a world fit for children in which sustainable human development, taking into account the best interests of the child, is founded on principles of democracy, equality, non-discrimination, peace and social justice and the universality, indivisibility,

⁵ Still about 20 percent children are not enrolled schools (25% female children). Infant/child mortality is still high. Past studies show that there are 2.6 million child labourers in Nepal. Similarly, many children are being trafficked for different purposes. Work migration of children has been another major problem (about 2% children have work migration). The other common children's problems are: sexual abuse, street children, violence, etc.

interdependence and interrelatedness of all human rights, including the right to development”⁶.

Box 2: Important Provisions of Children’s Act 1992 for Safeguarding Children’s Rights in Nepal

- Right to name and determination of date of birth of Child
- Right to maintenance and upbringing, education and health
- Discrimination not to be made between children born out of wedlock or in lawful wedlock or between the adopted or the natural Child
- Prohibition on torture or cruel treatment, making children engaged in begging and to Shave hair, offering of child in name of God or Goddess, prohibition on imposing rigorous punishment, involving children in immoral profession
- Enforcement of rights through legal proceedings
- Provisions relating to the protection of the Child and relating to the Guardian
- Interest and property of Child to be Protected
- Constitution of Children Welfare Board at the Central and District levels
- Establishment and operation of Children’s Welfare Home, Juvenile Reform Home and orphanage and center for mentally retarded Children

The CFVDC initiative, in real sense, is a development effort with multi-faceted objectives. It tries to establish child friendly community by improving social and economic wellbeing of the community and family quantitatively and qualitatively (see CFVDC indicators and Plan of Action documents⁷). Considering children at the centre of the development actions, the CFVDC initiative envisaged improved physical facilities in the community (road, schools, health posts), improved community services, improved school enrollment of children, improved access of community to health services, increased awareness and practices of safe motherhood⁸, improved infant and child health⁹, universal birth registration, absence of child marriage and gender discrimination, and so on¹⁰. In addition to this, this initiative also aims to provide supports to the families in order to improve their economic conditions and eradicate poverty and hunger. All these objectives are also the objectives of national development plan of the country and successful implementation of CFVDC initiatives can greatly help realize the national development goals. Likewise, it also helps the nation realize goals of Ten Years National Plan of Action for Children as well as the international instruments like MDGs¹¹, and the Beijing Declaration and Platform for Action relating to empowerment of women, and promotion of gender equity.

⁶ World Fit for Children Document.

⁷ These two documents have already been prepared on community participation approach which provides guidelines for future intervention.

⁸ 80% child delivery with the assistance of trained health personnel.

⁹ 90% reduction in phn nia cases, compulsory breastfeeding up to 6 months, vaccination coverage of 90%, 90% children do not get worming.

¹⁰ For detail, see Bal Maitri Gabisa Sthapana: Abadharana ra Stapana Prakriya (Establishment of Child Friendly VDC: Concept and Process), CCWB and Plan Nepal.

¹¹ Eight goals of the MDGs are: eradicate extreme poverty & hunger, achieve universal primary education, promote gender equality and empower women, reduce child mortality, improve maternal health, Combat HIV/AIDS, malaria, and other diseases, ensure environmental sustainability, Develop a global partnership for development. It has 21 targets.

In the traditional views, children are considered dependent human beings and their voices are generally not heard by development planners, policy makers, and families. Participation of children in matters that directly affect their lives still is generally rejected. The issue of child participation came forth with the UNCRC in 1989 as well as global call for World Fit for Children. This project accorded the issue of child participation in planning as well as actions by promoting child participation at institutional as well as programme level. The major activities carried out for the promotion of child participation are: strengthening of child clubs, representation of children in DCWBs, VCPC and participation of children in the programme processes. These activities are crucial for promoting children's participation in the matters affecting their lives and raising and reflecting children's voices in the programme planning as well as implementation processes.

Another major concern of the project is policy and legal advocacy at all levels to create a child friendly policy environment. The project also intended to change the conventional approach of development into "child-centered approach". The need of the child-centered approach to development policies is generally felt at all levels in order to create a conducive environment to achieve project goals through collaborative ways and expedite child rights promotion activities more effectively. Change in policy environment also appears one of the crucial factors for the durability of the project outputs/outcomes even after the support of Plan Nepal is phased out. Child-centered approach to development is a right based approach which helps "empower children, exercise their voice and influence decisions that affect their lives"¹².

6.3 Effectiveness of the Programme

This section makes an assessment on the effectiveness of the project to see whether or not the project has achieved what it sets out to achieve. The main concern here is evaluate Performance of Activities.

6.3.1. Performance of Activities

Objective 1: CCWB is strengthened and activated by the end of the project period to implement and monitoring the specific provisions of Children's Act.

Planned Activities:

Appointment of Programme Manager, publication of status paper, strengthening strong linkage and referral system, coordination on the implementation and monitoring process of NPA.

¹² Adopted From "Rights Based Approaches In Development: Issue Paper by Maitrayee Mukhopadhyay.

Achievements:

Programme Manager in CCWB has been appointed and established project office within CCWB with equipment and logistic supports (one computer, one printer, furniture, email & internet, etc). CCWB published and disseminated reports on The State of the Children of Nepal for the year 2006 and 2007 (two volumes). Referral system at the Centre (CCWB) is satisfactory as A Centre for Children at Risk has been operationalized in Kathmandu and emergency support to cases is going on by establishing an Emergency Fund. Series of coordination meeting with line ministries and other stakeholders were held.

Objective 2: Status reports on children of Nepal in general and of six districts in particular prepared, published annually and disseminated

Planned Activities:

Training of DCWB staff and members on data collection, interpretation, and report preparation; regular guidance of CCWB on data compilation and processing; information collection on CRC monitoring indicators and updating; submission of the compiled information to CCWB; printing and publishing and dissemination of the report; collection and compilation of the process.

Achievements:

As planned, CCWB prepared data collection Form on CRC monitoring indicators and made available to it all the DCWBs. DCWBs in programme district fill up the Form in consultation with district level concerned agencies, and send back to CCWB. It is indicated that the Form contains many vague questions and DCWBs are having difficulties in acquiring reliable data.

District specific status reports have not been published. Likewise, training on data collection, interpretation and report preparation for DCWB staff and members was not conducted as planned originally. It indicates lack of rigorousness in the implementation of programme activities specified in the DIP.

Objective 3: Six DCWBs are capacitated to carry out the role envisioned and mandated to them in the Children's Act 1992

Planned Activities:

Appointment of one Child Protection Officer (CPO) in each six districts; training, orientation, logistics and equipments support; initiation to facilitate the DCWBs to develop and implement plan of action, develop strong linkage and referral system

Achievements:

One CPO in each six programme districts has been appointed, project office established (called as DCWB Secretariat) within WDO with equipment and logistic supports. As part of the strengthening DCWBs programme, DCWBs were reformed and meetings of DCWB held more frequently (quarterly or earlier as per need) to take decisions on project activities. Formulation of Action Plan has been initiated in some programme districts (Morang).

Capacity building trainings to CPOs were organized according to the need of the programme. Referral system and emergency support to cases in DCWBs have not been effective as expected because of very low case reporting.

Objective 4: Child protection mechanism is established at the community level in one district

Planned Activities:

Appoint child rights focal point in each school; develop reporting format for the use of focal point to report regularly to the DCWB; develop child friendly indicators and conduct workshops at district and national level; develop plan of action on CFVDCs, formation of DCPC, VCPC and monitoring of CFVDC, develop mechanism for filing of cases of violation of the rights of the children, promote and strengthen the role of child clubs for protection issues.

Achievements:

As planned, the project established child right protection mechanisms like DCPC, VCPC and child rights focal point in schools. These are the desired output of the project. Trainings and orientation were provided to these mechanisms in order to enhance their capacities (one for school focal teacher training, and at least two including experience share visits of VCPC). However, at the local level, confusion persists about roles and responsibilities of DCPC and VCPC although CCWB claimed that Terms of References (TOR), and modus operandi of these mechanisms have been provided to DCWBs. Likewise, VCPC has not been strengthened with logistic and equipment supports.

As specified in DIP, roles and responsibilities of child protection mechanisms included monitoring of the child rights situation in the project district, and report it to DCWB in a specified format. It is felt that these mechanisms are not effectively functioning in the expected direction.

As part of preparatory work for CFVDC planning, situation analysis of CFVDC has been conducted. The situation analysis covered all the families of CFVDC. DCWB facilitated VDC or partner organizations to conduct data collection works. A set of data collection form was developed by CCWB and made available to DCWBs. A review of data

collection form indicates that more emphasis of the situation analysis is on socioeconomic conditions of family and it missed out many important aspects of child rights issues. CPOs of some sampled districts indicated that CCWB could not provide adequate training and guidance to DCWB for data analysis and report writing to prepare situation analysis report.

As planned, indicators on CFVDC have been developed and published. Series of orientation training, workshops were conducted in this connection. Five-Years Action Plan for CFVDC also has been developed and disseminated among village and district level stakeholders. Participatory approach had been adopted to prepare Action Plan. As a grassroots mechanism, role of VCPC and school focal points was critical for preparing Action Plan on CFVDC during the time of conflict.

Limited efforts have been made to strengthen the role of child clubs except logistic supports to some child clubs and trainings/orientations. Active role of child clubs for monitoring of child rights situation in the community has not been ensured.

Objective 5: Exploitation of children and other forms of discrimination and violence is reported and dealt with efficiently and with due consideration

Planned Activities:

DCWBs collect information on all forms of discrimination and violation, and exploitation against children; refer exploitation, violation and discrimination cases, take action against such cases, regular interactions with adult institutions with children and their organization

Achievements:

The child protection mechanisms were expected to work in this direction effectively. However, due to a very limited number of cases reporting this programme has not been effective at expected level. This is mainly caused by limited efforts placed on publicizing the role of DCWBs supporting children at risk. In some districts, Relief Fund for Emergency Cases has been initiated recently with the help of interested organizations (Morang). Limited efforts have been made to collect information on discrimination and violence against children through data collection on UNCRC monitoring indicators.

Objective 6: Six DCWBs have good links and coordination with district level line agencies

Planned Activities:

Strengthening district level coordination committee; develop better linkage of DCWB with district level stakeholder; inter-district level DCWB interactions; two sub-committees or monitoring and coordination/linkages at district level

Achievements:

Attempt has been made to maintain good links and coordination with district level line agencies through coordination meetings. Except that of DCWB, no additional coordination committee has been formed in the programme districts as envisioned in DIP. It is indicated that need of the coordination committee has not been realized in some cases. DCPC has been operationalized at all districts but as a sub-committee of DCWBs (See objective 4 above for the functioning of DCPC). The structure of DCWB and DCPC are coordinating in nature. In some districts, it is a practice that they call joint meeting and furthermore they have developed a roster of stakeholders so that in practice the programme is running in a more coordinating way. Here main concern is on the developing a more functional mechanism.

Objective 7: District level policies and strategies formation processes are more specific and targeted to the problems and needs of children in the districts.

Planned Activities:

Integration of child rights policies at district and community level programmes

Achievements:

This objective envisioned integrating child rights policies at district and community level programmes for which DCWBs facilitates DDC and VDCs in developing and integrating child rights policies. Efforts have been made in this direction through coordination meetings among stakeholders. However, integration of child rights policies in explicit terms at district and community level programme has not been evident (for more detail, see next Section below).

Objective 8: Periodic CRC reports are prepared and submitted to UNCRC Committee

Planned Activities:

Collect data and information at district and national level for preparing annual reports, and inputs for periodic CRC report; develop mechanism for regular input, feedback and dialogue with the district level institutions; wide consultation and coordination among all concerned stakeholders and development partners.

Achievements:

CCWB collected and compiled data annually on CRC monitoring indicators through DCWBs. For this, CCWB developed a data collection form called CRC Form and made available to DCWB. DCWB fills up the form in consultation with concerned agencies and send back to CCWB for compilation. The forms are filled up once a year upon the

request of CCWB. A mechanism for periodic reporting (bi-monthly, quarterly or half-yearly) from concerned agencies not developed yet.

The information obtained from CRC forms have been utilized in its publications namely Status Report on Children (two volumes published until the date). This information will be the basis of UNCRC reporting for 2010.

Objective 9: Children organizations are documented, recognized and are promoted in six districts.

Planned Activities:

Develop system of enlisting of children's clubs; provide recognition certificate; strengthen the capacity of child clubs with training; logistic and equipment supports; promote coordination mechanism among child clubs at districts and cross-districts; organize national level gathering of children's organization, and develop joint action plan.

Achievements:

A system of enlisting of Children's Clubs/organizations in DCWBs has been formalized and recognition certificates are being distributed. Enlisting of children clubs has very good coverage (up to 212 child clubs in Banke).

Limited number of interaction programmes among Child Clubs organized, and provided logistics supports. Coordination mechanism among child clubs at district level is established in all districts but cross-district level mechanism is not in practice. National level gathering of children's organization held occasionally with the help of Plan Nepal and allies.

Objective 10: Child participation is promoted and strengthened within DCWBs and in planning phases/process of VDCs and DDCs.

Planned Activities:

Prepare, publish and disseminate Child Participation Guide Book; define and practice children's participation in crucial planning, implementation, monitoring, and evaluation; develop regular mechanism at districts and villages/communities to monitor and facilitate the participation right of children; and process and outcome documentation

Achievements:

Child Participation Guide Book prepared, published and disseminated. DCWBs encourage children's participation at institutional as well as programme levels. As a result, representation of children in DCWB and VCPC is common (at least one child). Action Plan on CFVDC was prepared with the participation of children in all programme

districts. DCWBs is said to be carrying out advocacy and lobbying for promoting children's participation in programme planning of line agencies at district as well as community level (DDC & VDC). However, this has not been materialized at expected level. For this, existing government laws regarding representation of children at government institutions are considered to be a major barrier. For example children's representation at School Management Committee (MGMT) is difficult to assure due to the lack of legal provision (CPO of Morang). Children actively participated in preparing CFVDC Action Plans. Monitoring mechanisms of children participation is not developed and operationalized.

Objective 11: Strong advocacy strategy on CRC exists and will be followed within CCWB.

Planned Activities:

Advocacy campaign among all stakeholders at central level; interaction with key stakeholders in developing child friendly policies; advocacy and media campaign of child rights provisions and policies, interaction and coordination among all ministries and departments concerned to children's issues for mainstreaming and integration of annual programme

Achievements:

It is reported that the CCWB initially had strong policy and legal advocacy. But discontinuation of job by Team Leader and Programme Manager (even though it was about the last period of the programme implementation) affected this part of the programme. Series of coordination meetings have been conducted and shared views on child friendly policies among stakeholders. However, child friendly policies have not been explicitly reflected in the annual and period plans of the line agencies like District Development Office, District Education office, District Health Office and VDCs.

Considering the project performance above, institutional strengthening of CCWB and DCWBs, development of child protection mechanisms (at all levels), advocacy and referral system at the central level, institutional linkages and coordination, publication and dissemination, formalization of system enlisting children's organizations, and development of CFVDC indicators and planning on CFVDC are the excellent output of the project. However, the project has not been able to accomplish some of the other important activities satisfactorily. The activities that could not be accomplish satisfactorily are: publication of district wise status reports; trainings to staff of DCWB and members on data collection, compilation and report writing; interactions with adult institutions; regular input and feedback system; district level advocacy, monitoring of CFVDC, media campaign on child rights provisions, policies and legal provisions.

Besides the activities specified in the DIP, the project carried out more other activities that were not originally planned. Some examples of such activities are: support to flood victims, talent show among school children, logistics and equipment supports to ECDC,

income generating trainings to selected women of CFVDC, etc. These activities seem to have been conducted fairly in line with the objectives of the project, therefore, helps to promote rights of the children. The support to ECDC is in line with the basic principle of CFVDC and income-generating trainings also help to meet the objectives of the CFVDC's by improving economic conditions of the CFVDC people.

Project Delivery Rate¹³

Due to late hiring of staffs, project delivery rate in the year 2005 was not at satisfactory level (35%). The corresponding figure for 2006 was 78.4 per cent. The low project delivery rate for 2006 is also associated with late hiring of project staffs, inability to organize sharing meeting, etc.

6.3.2 Effectiveness of the Organizational Processes

Evaluation of effectiveness of organizational processes is termed as “process evaluation”, which comprises of institutional strength; resource allocation method and release of fund; financial control mechanism; hiring of human resources, team works, and task management; quality assurance processes; and authority structure and its impact on organizational processes.

a. Institutional Capacity of CCWB and DCWBs Strengthened and Activated

CCWB and DCWBs run both government-supported as well as donor-supported programmes. Some active DCWBs also run certain programme with local contributions. Due to the very low funding from the government, the government-supported programme is negligible at all levels. Therefore, donor-supported programme constitute major portion of the activities of CCWB and DCWBs.

Setting up of DCWB Secretariat and strengthening with financial, logistic and human resource supports under the project has given DCWBs a drive and motivation. It is reported that most of the DCWBs before this project, were quite inactive (no reformation of DCWB, irregular or no DCWB meetings held, small budgetary provision, and no Action Plan, etc.). With the introduction of this project, organizational strength of CCWB and DCWBs boosted up, especially in the case of DCWBs, Board have been reformed and they are meeting more frequently to take decisions about implementation of project activities. With this, general feeling among stakeholders started to emerge that an effective/reliable institution exists at government level to work on children's rights (Box 3).

¹³ percent of actual expenses to the total budget.

Box 3: DCWBs have been Strengthened and Activated after this Project: Some Evidences from the Point of View of DCWB KIIs

- **Before project,**
 - Civil society did not feel DCWB an effective/reliable institution at government level to look after the children's issues
 - General feeling was such that DCWB is an NGO
 - DCWB did not have readiness to work (if cases is reported and on other matters) due to lack of staff and resources
- **After project,**
 - DCWB has got an office and necessary office equipments and resources
 - Meeting more frequently (at least quarterly)
 - Readiness to work (e. g. help to emergency cases by visiting their place)
 - Various programmes implemented successfully
 - A feeling among stakeholders developed that a credible institution for carrying out child rights programme exists at government level
 - As a result, level of partnership/collaboration among stakeholders increased at local level

b. Resource Allocation System in Place

A resource allocation system was in place within the project and operating effectively. The resource allocation for each activity is determined in the DIP itself. However, based on the DIP, programmes are designed at implementation phase and it required further breakdown of the budget. For this, standard norms for expenses applicable for all the districts were not practical so it generally followed local norms.

In connection with this project, DIP reflects activity-wise project costs but does not reflect breakdown of the costs by district. CCWB does not allocate the financial resources to the programme districts. Instead, CCWB made responsible to DCWBs to design programmes with required expenses and send the programme schedule (called quarterly action plan) including costs for evaluation and approval of CCWB. CCWB evaluated the nature of the programmes as well as costs and approved on the consideration of relevancy and adequacy of the costs. Therefore, the main principle followed for resource allocation is to assess local needs and relevancy of the programme to tally with the project objectives.

With this practice, it is observed that scale of the programmes implemented as well as expenses across districts varied considerably (statistics on districtwise expenses are not available to cite here).

c. Review and Readjustment of Planning and Costs

CCWB and Plan Nepal jointly used to make periodic review and readjustment of planning as well as costs in every six months. In review meetings, necessity of accommodating currently emerged problems in the project activities and costs were considered and adjusted accordingly in the programme planning. This, in fact, has caused some deviation from the originally planned activities (in DIP). However, it is generally

felt that some readjustment/deviation in the programme is always needed in order to address the current needs of the society. It broadens the scope of the project.

Box 4: Some Newly Planned and Implemented Activities

- supports to flood victims in Paraspur VDC of Banke
- educational assistance to the conflict affected children in Ilam
- seminar on children’s participation in Constitutional Assembly (CA) in Sunsari & Bara
- interaction programme on “Children are Zone of Peace”
- celebrated Children’s Day in Kathmandu
- fine arts and interaction programme on the occasion of International Day Against Child labour.

d. Fund Management and Financial Control Mechanisms

Financial management system in CCWB and DCWBs strictly follow financial management procedures of Nepal government. In DCWBs, accountants of Women Development Office (WDO) look after the financial management part of the project and the project pays some incentives as allowances for her/his work (note that appointment of Accountant in CCWB and DCWBs under this project was not provisioned). In CCWB, Accountant of CCWB is given this responsibility but they do not get any pay. The financial transaction system of the project is in place. All the financial transactions are carried out through bank account system.

The evaluation team observed that a systematic recording/documentation of income and expenses of the project is lacking in CCWB. It is reportedly due to discontinuation of job by CCWB accountants as well as lack of incentives (allowance pay) to the persons looking after finance. This has cause a lapse in institutional memory in the financial management system in CCWB. As a result, the Evaluation Team faced difficulties to acquire required information on income and expenditure (like district-wise expenditure, activity-wise expenditures, and audit report for 2005, etc.). As and when required, Plan Nepal's Accountants helped CCWB's accountants to properly manage the financial system (discussion with the Accountant of Plan Nepal).

Various measures for financial control at CCWB and DCWBs have been adopted. They are mainly joint account system, annual auditing – internal auditing by government authority and external auditing by Plan Nepal, and approval of budget from Member-Secretary of Board, i e. Child Welfare Officer. In addition to this, a system to deduct expenses from new installment of fund was adopted by Plan Nepal and it also played role as a financial control mechanism. However, this system caused some inconvenience in the implementation of programme activities. No sources have indicated any evidence of misuse of financial resources.

It is indicated that release of funds between partners (Plan Nepal to CCWB) as well as between CCWB and DCWBs generally took long time (in case of CCWB to DCWBs, fund release at the end of quarter even if Action Plan is submitted at the beginning) and in many instances it caused delay in the implementation of programme activities. Release of new installment of fund by Plan Nepal required settlement of expenses (by CCWB and

DCWBs) in each quarter, and this process sometimes extremely delayed due to delay in submission of original bills/vouchers.

e. Hiring of Human Resources, Team Works and Task Management System

Required human resources are hired in accordance with the government Rules and Regulations. As well, the project staffs are paid as per the government rules. This system not only helped maintain harmony between project and non-project staffs but also develop sense of ownership of the project and project staffs within the government system. Despite this, CCWB and some DCWBs face problems retaining human resources (once hired and trained) throughout the project period. This problem is encountered mainly due to discontinuation of job by the project staffs (both Team Leader and Programme Manager in CCWB and CPO in Makawanpur). In such a case, it is evident that CCWB and DCWBs failed to ensure smooth running of the project activities by timely hiring new project staffs (CCWB did not hire new project staffs and delegated another project staffs to look after the project, and in Makawanpur new project staff was hired only after six months). This situation has also caused lack of institutional memory within the project.

For efficient management and implementation of project activities, an effective task management system is required. CCWB as a central body provides resources as well as guidance to the DCWBs. CCWB at the centre and DCWBs in the districts are responsible for coordinating and monitoring child development programmes. As CCWB and DCWB consist of members from different sides (line agencies, social workers, NGOs, CBOs, Children) they have excellent opportunities to work in a collaborative framework, and mobilize capacity of each member and member organization in favor of promotion of children's rights. It is evident that CCWB and DCWBs work in a collaborative framework with all member organizations and civil society. It brings convenience in task management and creating supportive environment for carrying out project activities.

DCWBs execute project activities through its Secretariat. With the guidance of DCWB and help from CPO, Women Development Officer who also works as Child Welfare Officer is responsible for overall management and execution of the project. Child Welfare Officer is also responsible for programme designing, getting approval from the Board and the Centre. CPO assists Child Welfare Officer in every respect. Roles and responsibilities of Child Welfare Officer are specified in the Children's Regulations itself. Children Welfare Officer and CPO mobilize staffs of the WDO when their services are needed. However, it is indicated that sometimes staffs of WDO may not be available to assist the project when they are busy in their regular functions/duties. Specifically it has effect on financial system to maintain ledger up-to-date and dispatch meeting letters/notices to DCWB members on time (discussion with CPOs of Banke and Kanchanpur).

Although CCWB claim that scope of the work of CPO has been regulated by TOR, CPOs seems to be ignorant about it. CPOs are appointed as per the government rules and regulations, explicit task management system is required in case of such project staff.

Her/his duties should be regulated through Terms and Conditions of the Services (TOR). KIIs from VCPC indicated that effective functioning of VCPC requires a separate office, staff and adequate financial and logistic supports to the office.

f. Quality Assurance Processes

Measures adopted for quality assurance of human resources corresponds with the rules and regulations of the government (academic qualification, selection and appointment procedure, etc.). It is general practice to impart subject trainings/orientation to human resources in connection with project implementation.

Box 5: Some Examples of Human Resource Trainings Conducted

- Training on children's rights and UNCRC to CPOs in Kathmandu.
- One day training of enumerators for data collection on situation analysis of CFVDC, pretest of questionnaire, feedback from pretest, monitoring by Child Welfare Officer
- Training to COP on development of CFVDC indicators
- Orientation on CFVDC to CPOs of all programme districts
- Training to Coordinator of VCPC and CPO in Hetauda about planning of CFVDC, practical done in Phakhel VDC and replicated same procedure in other districts
- Orientation of 27 Facilitators (3 persons from each Ward of CFVDC) about application of participatory approach to planning
- Trainings to the 100 school teachers of Makawanpur

Despite this, it is observed that no trainings were provided to CPO on data collection, compilation, and report writing in connection with situation analysis and as well as data collection on CRC monitoring indicators. It has direct impact on quality of report, and data collection on CRC monitoring indicators. Another measure of quality assurance could be supervision, monitoring and feedback system but it is rarely practiced in the project. Role of Plan PU could be vital in this respect. But it is felt that role and responsibilities of Plan PU with regard to this project has not been explicit. Despite this, at local level DCWB and Plan Nepal have good coordination to implement the project activities. This ensures continuous feed-back from Plan PUs to DCWBs but specific monitoring and feed-back system has not been adopted by Plan PUs.

g. Authority Structure, Governance and Organizational Processes

It is indicated that the authority structure has important implications on organizational processes of the project. At the central level, CCWB is headed by the Minister (Minister for Women, Children and Social Welfare) and, with the change in the government during the political instability, Coordinator of the CCWB also changed frequently. As Executive Director of CCWB come with political appointment, sometimes she/he could antagonize politically with the Minister (head of CCWB) and used to be long gap in rapport building with the new head of the CCWB. In this situation, decision-making process is naturally delayed. Change in the head of CCWB generally leads to change in Executive Director (ED) of CCWB, and appointment of new ED generally took long time. In such a situation, organizational process of CCWB used to be completely disturbed. Late hiring of Programme Manager of CCWB and CPOs at district levels was caused by this factor

(more than six months delay). It further led to delay in the start of the project implementation.

DCWB is headed by Chief District Officer (CDO) who often has very busy schedule as she/he has to look after other affairs of the district also. It is reported that during the period of conflict as well as major political events (like Constituent Assembly election), CDO were hardly available for the DCWB meetings and programmes. There are many instances of postponement of DCWB meetings due to busy schedule of CDO, and delay in decision-making processes. Even operation of Bank Account in the name of DCWB could delay release of fund in some programme districts (Morang) and an alternative way to manage fund in the name of DCPC was adopted to facilitate the financial system. There are also evidences that persons in an authoritative/bureaucratic post like CDO sometimes can be indifferent or less serious about development works like this project. It has direct implication on organizational processes of decision-making as well as implementation of the project activities (see more in Efficiency Evaluation Section below).

6.3.3 Programme Effectiveness

a. Effectiveness in Planning Processes

Detail Implementation Plan (DIP) provides broad guidelines in programme planning. In the beginning of the programme, CCWB used to decide the activities to be carried out in the district and formally informed to the DCWBs. However, later on this practice was changed and made DCWBs responsible to develop quarterly Action Plan in accordance with local needs and send it to CCWB for feedback and approval. In some programme districts, Action Plan Committee has also been formed to prepare quarterly Action Plan (Morang).

As DCWBs consist of representatives of different stakeholders, it has opportunity to share different views in any matters including planning processes. In this context, participation of stakeholders and their feedback is important to ensure effectiveness in programme planning, and strengthen collaboration among stakeholders during execution of the programme. DCWB has been attentive to this fact and participation of stakeholders and feedback system in programme planning is found practiced to some extent. The general practice in programme planning is that DCWB Secretariat, with the help of Child Welfare Officer (Member-Secretary of DCWB), prepares Plan of Action, and puts it for discussion in the DCWB meeting, and dispatches it to CCWB for approval and sanction of the budget.

In case of planning of CFVDC, CCWB and Plan Nepal (including Plan PUs of respective areas) were directly involved in the selection of one VDC in each programme district for Child Friendly VDC Initiative (Box 6 for selection criteria). Furthermore, CCWB as a central authority facilitated DCWBs for conducting preparatory works for planning, i. e. situation analysis, developing CFVDC indicators, and finally preparation of Five-Years Action Plan of CFVDC. As a facilitator, CCWB supported DCWBs in programme

planning of CFVDC by providing necessary guidance and feedback, required materials, trainings (to the DCWB Secretariat), and resource persons.

Box 6: Main Criteria Used for Selecting CFVDC

- less affected with arm conflict so that programme personnel can have access at the time of conflict
- presence of INGOs (any)
- linked with motorable road

All the DCWBs have adopted participatory approach to planning on CFVDC (Box 7). DCWB and other stakeholders (center and local level) played facilitating role. CCWB through its district chapters, i.e. DCWBs had followed participatory approach in planning of CFVDC. Community people as well as stakeholders share a common benefit of the participatory planning approach (identify practical needs of common people, develop sense of ownership, create enthusiasm about the impending programme, etc.). It has also created great enthusiasm among local level stakeholders and they have shown interest/commitments for partnership to implement planned activities in future.

The planning of CFVDC comprises of need of multi-sectoral intervention at individual (such as children), family, and community level and in fact it is felt to be an ambitious plan. However, it has given a pathway for further intervention.

Box 7: Participatory Approach to Planning on CFVDC

One of the major activities of DCWBs during the project period is planning of proposed CFVDC, i. e. Five-Years Action Plan on CFVDC. DCWB successfully adopted participatory planning approach on CFVDC. Before this, DCWB carried out situation analysis and development of CFVDC indicators which provided required feedback for planning.

Planning of CFVDC provides an excellent example of participatory planning. During the planning process, DCWB played facilitating role who carried out orientation to the community, trainings of required human resource, and networking. Planning was carried out through mobilization of community people and local organizations (VDC, VCPC, Child Clubs, CBOs) for which VDC took the lead role.

After selection of CFVDC, the development of Action Plan went through various processes like formation of VCPC, orientation/training of VCPC members and Child Protection Officer, selection of three Facilitators from each ward (community people selected on the basis of given criterion), training of Facilitators in Kathmandu as well as in the district headquarters (on how to apply participatory approach to planning). Having done these preparatory works, all these mechanisms were mobilized for planning of CFVDC. In some CFVDCs, pre-testing of planning exercise was carried out and feedback was received to enrich the actual planning exercise. In each ward, VDC in consultation with VCPC, DCWB, Facilitators, and social workers decided appropriate time as well as venue for mass meeting of the community people.

People's participation was highly encouraging (up to 200 in some wards). In each ward, community people were divided into four major groups (women's group, men's group, children's group, and parents' group) and detail group discussion was held within each group to come up with a concrete planning on the given areas with respect to target, implementation strategies and required physical resources (the given areas for four groups are: women development, family, child development and community development respectively). In addition to this, community level planning (planning on child friendly school, child development centers, VDC and local organizations) was done by separate group of teachers, students, parents, members of School Management Committee, and social workers.

6.4 Efficiency of the Project

Efficiency evaluation in this study encompasses the alternative ways/methods of institutional modality, human resources, programme planning processes at less cost and time.

The institutional modality of the project is simple. CCWB at the Centre and its district chapters, DCWBs, at the district level are the main agencies to implement the Plan supported programme. No offices/contact offices of the partner organization (donor), has been established under this project as other projects sometimes do. It appears that this project mobilizes government organizations, partner NGOs and CBOs (Community-Based Organization) to accomplish the specific tasks. This approach has comparative cost advantage and effective way of reaching the target groups.

Secretariat of DCWB, as a government focal point for implementing child right/development programmes, has been incorporated into the Women Development Office (WDO). This is justifiable on the ground that Women and Children affairs fall under the same Ministry (Ministry of Women, Children and Social Welfare). Only one project staff designated as Programme Manager (Child Protection Officer) has been appointed by DCWB who is given authority to mobilize supporting staffs of WDO whenever necessary. The supporting staffs get pay as allowances for their involvement in the project activities at prevailing norms. This modality functions on cost/resource sharing basis in some respect (physical infrastructure, human resource, etc.).

Altogether 7 paid staffs (6 CPOs and one Programme Manager) have been appointed to implement the project activities (in two districts, human resource support is from Save the Children Norway programme). Besides this, nominal incentive is provided to the Women Development Officer (who also works as Child Welfare Officer) and one Accountant. Such incentive is not provided to CCWB staff. This compensation pattern is low cost modality that has worked adequately without hampering project outputs. However, if scale of the future project is increased, DCWB might need additional number of full-paid staffs.

Despite a workable institutional modality at less cost, a modification in the present size as well as authority structure of DCWB is commonly suggested to enhance efficiency of DCWB in governance. It is obvious that the present 21 member DCWB is large and in many instances it is hard to get in majority for meeting and make timely decisions. In the present authority structure, DCWB is headed by Chief District Officer (CDO), an Administrator, and this authority structure is generally viewed inappropriate to head DCWB on the ground that administrators generally do not have accountable for the development affairs. Because of this the evaluation team feels in some cases lacking proactive role of the Head of the DCWB in child right affairs at expected level.

Another indicator of efficiency of the project examined is efficiency in the service delivery system in relation to accessibility and affordability of services to the public. The

project offers wide range of services¹⁴ to the community people like information about child rights, physical development (support to ECDC, etc.) and skill promotion (carried out in a limited scale), formation of local level mechanisms for child protection like DCPC & VCPC, support to the victims and so on. Local participation and partnership approach has been accepted as a guiding principal for efficient management and delivery of the services and this is put in practice throughout the project implementation in the community. Such programmes were/are being launched in a collaborative ways with local GOs, NGOs, CBOs and community people.

The active participation and “voluntarism” of local people at local level in different stages of CFVDC has cost advantages as well as efficiency in the project performance. If it is sustained, CCWB has great opportunity to maintain cost-efficiency in launching future project activities also. The long term sustainability of the voluntarisms largely depends on nature of the programme and effectiveness in bringing about positive impacts on lives of the beneficiaries (communities and children).

Particularly emergence of DCPC and VCPC are of great importance in the local context. The child protection mechanism at the community level and its linkage through DCWB with juvenile benches to support the cases of child right violation (referral, case file, etc.) is in place. Emergence of this mechanism has certainly improved access of public to referral/legal services in case of violation of the children’s right. However, its role to monitoring of the children rights in CFVDC has not been satisfactory. As well people also are not fully aware of the works of the DCPC and VCPC. Therefore, most of the case reporting goes to the NGO sector. (one NGO in Morang deals on an average 30-35 cases of children right violation in one month and reporting of such cases to the DCWB/DCPC is just 7 over the project period).

The project services are made available free of cost to the public to benefit them maximally. People do not have to pay for the utilization of project services. It makes the project services affordable for the public.

7. EFFECTS AND IMPACT

This section evaluates effects and impacts made by the programme at national, district and village/community levels. For the operational purposes of this study the term effect refers assessing the *results* describing *change* brought by the programme activities and how programme has gained *power to influence* in bringing about change in organizational set up and *impression* produced by the programme in the mind of other stakeholders involved. Similarly, the term impact refers to the programme’s *action of hitting* on organizational sub-standard capacity, efficiency, functioning, and performance of CCWB, DCWB and raising awareness from the right base perspectives of targeted communities for the end of implementing child protection, development and participation activities.

¹⁴ This is the preparatory phase of the programme, services offered are not much intensive.

Effects and impacts of the strengthening CCWB and DCWB project has been assessed at two levels i.e. effects/impacts brought about by the programme on institutional capacity, efficiency and performance of different stakeholders and line agencies (duty bearers) and effects/impacts on beneficiaries (right holders) of the project (children and community). Specific arenas and elements of the assessment of effects and impacts of the project by levels of stakeholders are summarized in Table 1.

Table 2: Key Arenas and Elements of Effect/Impact Assessment of the Project

<i>Arenas/Elements</i>	<i>Duty Bearers (Institutional Level)</i>	<i>Right Holders (Children, Communities)</i>
Major Stakeholders	School teachers, VCPC, DCWBs members, Government Line agencies, and child development organizations (NGOs, CBOs)	Children, Children’s organizations, civil societies
Effect/impact at government planning level	VDC office, DDC, DCWB and district level line agencies, and CCWB, Line ministry and other relevant ministries	----
Effect/impact on CRC implementation	- DCWB, CCWB and line ministries, Line agencies at district level	----
Change in CF-VDC communities	VCPC committee, CFVDC, VDC office	Communities

7.1 Effect and Impact at Stakeholder’s Level

7.1.1 Effects and Impact at School, Communities and Teachers

While reviewing effects/impacts at school communities and teachers, attempts were made to observe the levels of child friendly school initiatives, tracing of the out of school children and attempt made in universal school enrolments, efforts made in enhancing learning performance of children during pre-primary and primary levels thereby reducing the rate of school irregularity, dropping out and class failure. In addition, initiative taken to enhance school physical facilities and surrounding environment to attract children in school, teachers training for the initiatives and others are considered as components of review.

Discussion with school teachers, headmasters, management committees of some of the schools in CFVDCs¹⁵ of the surveyed districts unanimously revealed that in view of current patterns of facilities i.e. school rooms, furniture, financial resources, and human resources (number of teachers by levels of training), are constraints to meet child friendly school initiatives. They are of the view of being aware in declaration of the VDC as CFVDC, but have not assigned specific roles and responsibilities for the school communities. In forming VCPC in CFVDC, one child right focal person from each

¹⁵ Teteria in Morang, Phakel in Makwanpur, Paraspur in Banke and Dodhara in Kanchanpur

school in the VDC participated in CFVDC concept training. School communities and teachers received no extra resources, incentives and motivations to promote children's learning performances, checking the irregular attitude of children in close coordination with parents, and then enhancement of promotion rates. This seems to be natural since CFVDC initiative during this period was in planning phase.

A few positive initiatives also visualized like support to white wash and painting to school with motivation pictures (Kamalasha Primary School, Dodhara, Kanchanpur) and installing electric fans¹⁶ in classrooms (Gyansagar Secondary School, Paraspur Banke, Teteria Morang). Chair persons of school management committees are not fully aware of the concept of CFVDC. On the whole headmasters and school teachers are of the view that until and unless they receive rigorous material support (including financial) and human resources (including training) it is impossible to initiate child friendly school initiatives and then the notion of child friendly VDCs through local resource mobilization.

7.1.2 Effect/Impacts at VDC/VCPC

In the absence of elected people's representatives at local governments, their commitments and eagerness to own the CFVDC programme introduced by the programme is still lacking. VDCs Secretaries of (acting head of VDC) are of the view that except that of participation in some training and experience sharing visits to other districts, they received no further guideline and technical support to make planning and action programme of the VDC in a child friendly manner. However, they are with supportive attitudes and with commitments to support the programme if it continues in the future. Programme enabled VDC communities to learn to put children's development issues at the core of local level development planning. (Secretary of Teteria, Morang and Dodhara, Kanchanpur). As a result, VDCs started to allocate some of their development budget to the child development sector¹⁷. In some instances, developments of social infrastructures are initiated in child friendly manner (Box 8). It shows that this project has succeeded to develop willingness of local government communities to support CFVDC initiatives. However, some others have claimed that demand for financial resources/ supports for child development activities are not coming from VCPC and child clubs (Paraspur, Banke).

¹⁶ Due to fear of fans being theft at night, not installed yet, though provided to school

¹⁷ Up to 20 per cent budget of the budget allocated in social service/development sector

Box 8: Child Friendly Social and Infrastructure Initiatives

Before, Tamang of Phakhel used to feed alcohol to children while they have to go to farm work, fodder or firewood, so that child could fall in deep sleep until they return from work. Now the initiative of CFVDC increased awareness among parents and gradually stopping such ill practices.

Similarly, social infrastructures in the VDC like construction of drinking water tap, putting interlock in school toilets are being placed separately for children's reach. A separate water tap in low height for children, interlock in school toilet near to middle or lower edge of door is found in practice.

In totality, the study found that, the local government (VDC) is willing to work with DCWB to meet the objective of the Child Friendly initiatives. However, in the present context, resource and knowledge (technical knowledge) constraints are indicated as the major set backs to adequately support CFVDC initiatives (Secretary of Phakhel, Dodhara).

Notable VDC level activities are: formation of VCPC, situation analysis, development of CFVDC indicators and preparation of Action Plan on CFVDC. These activities were carried out with direct involvement of community people. Through this process, community people have been aware about child centred, gender equity and inclusive approaches to development. As a result, coordinators and members of the VCPC and other local mechanisms (village level child clubs networks, Ward level CFVDC coordination committee, Dodhara) found enthusiastic and encouraged to work for the betterment of children if further support is provided (Coordinators of VCPCs of all four visited CFVDCs).

7.1.3 Effect/Impact at DCWB

Under the coordination of Chief District Officers (CDO), DCWB members consists of head of the district level offices of line agencies (DDC, WDO, DEO, Police Office, Doctors from District hospital), people from civil societies and NGOs, child rights movement activists, journalists, lawyers, child representatives (coordinator DCCN) and others as per need. The study attempted to evaluate understanding of the members about the programme modality, its need and effects/impact produced during the two years of implementation. Representatives of some line agencies opined that they do not know specific name of the programme that DCWB is running and know nothing about who is funding it. However, DCWB is frequently calling meetings in a regular interval. Similarly, representatives from civil societies and NGOs, child right activists, journalists and lawyers also opined of DCWB being more active, participatory, responsive, and hearing voices of other members including child representatives than before (Box 9). Child representatives in the board (from DCCN) are found encouraged of being there, with the behaviour of other senior officials and people they respect too and support provided to participate in discussion during meetings. Despite this, some DCWB members (from civil society and human right activists) expressed their dissatisfaction on

not adequately briefing of the programme to make them known about the details of the programme objectives. Meanwhile CDOs are (Banke, and Kanchanpur) found of the views that the board is not active as it was to be because of being under their coordination. As indicated it is mainly because of their busy schedule in other administrative affairs and abnormal situation of conflict and political instability.

Box 9: Multifaceted Effects of Programme to the DCWB Members

DEO in Banke opined his satisfaction of DCWB being regular in holding meetings irrespective of his regularity in participation due to other responsibility. He further added that, DEO has assigned no specific roles and responsibility to implement DCWB strengthening programme and initiation of child friendly school initiative at the CFVDC, astonishing of knowing first time about the CCWB/DCWB strengthening programme in Plan Nepal's support. During the whole discussion period, head of District Police Office in Kanchanpur did not show any sign of knowing about DCWB strengthening programme and its components and concentrated his discussion all around the juvenile activities of children, plights of child labour within family and in the streets and poverty, causes and consequences. Human rights and child right activist in Banke and lawyer in Kanchanpur become little offended of not making them to know about the programme and surprised to hear the programme supported by Plan Nepal. Although, they accepted the fact that, before CDOs were calling meetings of the Board, without putting agendas of meeting before the body, they were writing minutes of meeting and forcing to sign on the minute without entering into discussion, now live participation and discussion takes place, all members including children equally participates and CDO him/her selves encourage to speak to all. Children participating DCWB are happy that they can share their views freely in the meetings.

Ex-officio DCWB members representing from different line agencies are of the view that their offices are implementing programmes as conventionally rather than considering children at the core of development (LDO, DEO). It might have explained by weak sensitization of the programme during the formative phases on the one hand and weaknesses inherent during programme formulation to create integrated nature with full commitments of resources and actions from concerned sides.

7.1.4 Effect/Impact at Government Line Agencies

Government line agencies included under the study are CCWB, line ministries i.e. MWCSW at national level and DCWB and WDO office at district level. Since all components of strengthening programme are located within the CCWB, rigorous effect/impact at ministry level is not seen except that of acceptance of plans and proposals made by CCWB. Effects at the CCWB are enhancement in bargaining capacities and handling of multiple development partners (donors) and partner organizations (implementing partners). As a result of this programme, the board capacitated to occupy a separate office building, enabled to formulate multiple programme to move ahead for the child right perspective diverting from the conventional child welfare approach (Discussion with ED and other Person in CCWB). Thus, the preliminary effect/impact at the level of line agencies from top to bottom is the increased recognition of CCWB and DCWBs among line agencies and development partners.

It is to note that two years of programme implementation has yielded some mixed results. Some efforts are made in office strengthening, establishment of central – district networks, and making aware of the existence of the institutional mechanisms to look after rights and welfare of children in an integrated manner to other stakeholders and line agencies. Considering the difficult period of conflict and political instability¹⁸, some of the visualized effects/impacts at CCWB and DCWB are summarized in Table 3.

Table 3: Effect/Impacts of Strengthening Programme in CCWB and DCWBs

Indicators assessed	CCWB	DCWB/DCPC
On institutional Capacity	<ul style="list-style-type: none"> - Equipped with logistics and technical supports, - Enabled to draft acts, rules and regulations independently, - Identified multiple working partners and partner organizations for of strengthening and capacity building, 	<ul style="list-style-type: none"> - Sensitized activities of DCWB among its line agencies, and members - Equipped with logistic and technical facilities, - Established regularity and periodicity in meetings, - District level child club networks created and registration made, - Certificate issued to child clubs registered in the networks
Process of positive impact	<ul style="list-style-type: none"> - Gradual, and encouraging impact in planning process: gained experiences in planning of child right programme like CFVDCs 	<ul style="list-style-type: none"> - Top down approach in programme planning and implementation: gained experiences in planning of child right programme like CFVDCs under guidance of CCWB, Plan Nepal in participation with community people.
Best part strengthened	<ul style="list-style-type: none"> - Capacitated to draft policies and programmes related to child rights, 	<ul style="list-style-type: none"> - Regularity in meeting and sensitization among line agencies and stakeholders
Least effective part if any	<ul style="list-style-type: none"> - Human resource hiring and training, retention of hired human resources 	<ul style="list-style-type: none"> - Capacity building of members and, - human resource hiring and training, capacitating
Effect on project outputs	<ul style="list-style-type: none"> - Though programme implementation was delayed at the beginning, it was able to achieve the desired output 	<ul style="list-style-type: none"> - Though programme implementation was delayed at the beginning, it was able to achieve the desired output

Some of the notable positive effects of the programme implementation at CCWB level seen are as following¹⁹:

¹⁸ Key informants at CCWB and DCWB including CDOs confessed that during conflict period neither line ministry nor the coordinator of DCWB (CDOs) were sensitive on children’s issues. Most of the times CDOs had to be under security seals and she/he had difficulties to be accessible to other DCWB members. Similarly, due to political instability frequent change of ministers also affected programme processes.

¹⁹ Part of the effect may be attributed to this project

- enabled to draft three years strategic plan for children 2008, passed through line ministry and forwarded to cabinet for approval,
- CCWB contributed to frame and include child development/right chapter in current three-years interim plan,
- on top of existing CPOs in 31 districts (25 in support of Save the Children Norway and 6 by Plan Nepal), CCWB has requested government (line ministry) to include provision of deploying CPOs in 20 more districts in the coming fiscal year 2008/09,
- CCWB is forming a pressure group consisting members from right based movements, and academia, to make government positive to invest in child right protection, participation and development,
- to overcome resource problem, CCWB board created a strong lobby at line ministry level to raise the amount of budget to DCWBs up to Rs.400,000 in the next fiscal year (currently it is Rs. 18,000). The line ministry and planning commission are said to be positive.

From the aforementioned discussion, one can visualize some positive effects towards developing sense of ownership among line ministries. This is one leap toward sustainability.

The motto of formulation and implementation of the strengthening programme is to create adequate institutional arrangements for the assurance of implementation and reporting of the contentions of UNCRC. However, responsible government line agencies (like education, health) have given little or no attention to this end. Furthermore, key informants of these agencies (health and education) opined that, their regular works automatically fall under the contentions of UNCRC specific articles.

7.1.5 Effect/Impact on Child Development Organizations

For the operational purposes, child development organizations considered in this study are UN agencies and bilateral development partners providing financial and technical assistance to CCWB and partner organization (NGOs, CBOs) at district and community levels assisting CCWB/DCWB to implement child development programmes. Key informants at CCWB are of the view that, due to enhanced programme absorption capacity of the board attraction and trustworthiness of development partners towards the board have been increased. But common consensus of development partners at local levels is that for the sustainability of child centred development activities and the CFVDC initiatives it needs to launch an integrated effort. Partner organizations at the district level are of the view that if DCWB request to place joint effort to implement CFVDC initiatives, it is possible to work together for the better result (outcome). It indicates that this project has succeeded to motivate the development partners in favour of the project objectives.

7.2 Effects/Impacts on Children and Communities

After reviewing effect/impact of programme on children's survival protection, development and participation this section assesses the effects/impacts attributed by the communities.

7.2.1 Effect/Impact on Children

The project envisioned promoting and strengthening child rights issues among line agencies of the programme districts and reflecting child right perspectives in policies and strategies of the line agencies to address the problems and needs of children. All the DCWBs tried to achieve this goal through advocacy and coordination meetings with stakeholders. The main objectives of these activities are to disseminate (convey) messages on child rights issues and concept of child friendly policies to the stakeholders and motivate them to integrate child friendly policies in their respective policies and programmes. Considering these, the Evaluation Team feels that the project has been successful in disseminating messages at all levels as almost all the major stakeholders has been aware of the rights of the children, and child friendly policies²⁰. In recent times, the issues of children's rights and child friendly policies have emerged as a subject of discussion and consideration in a wider context of national development policies and programmes and, in some sectors, child friendly policies and actions have been initiated by some line agencies. For instance, District Education Officer in Makwanpur reported that, it is their instruction to all schools in the district to run school programme in child friendly manners.

Despite this, the conventional approach to providing aid (in a charitable fashion) to the children and child development activities still widely persists in the government system. After the introduction of Local Governance Act 1999, government spending on child development was initiated in the country and continues even today. However, any major shift in policy approaches has not been observed, i. e. a shift of policy to right-based approach vis-à-vis child friendly approach. At this juncture, role of this project, as envisaged, could be crucial for policy shifting. But this project has not been able to capitalize this opportunity and come up with strong commitment of line agencies on developing child friendly sectoral policy.

CCWB's effort to revisit existing Children's Act and drafting new Act in line with right-based approach is, however highly appreciable²¹. Presently the new Children's Act is under consideration in the Ministry of Law and Justice. It is to note that some of the provisions of the draft Act have been adopted in the Three-Years Interim Plan of Nepal government (establishment of National Children Fund, and strengthen DCWBs under District Development Committee). In this context it is reasonable to assume that the enactment of new Children's Act can give new pathway to the future child rights policy

²⁰ The Evaluation Team is aware of the fact that this type of changes is a cumulative effect of all the programmes including this. In this context, it is reasonable to assume only a partial effect of this project.

²¹ as above, partial impact may be attributed to this project.

of the country. It is claimed that the focus of the forthcoming Children's Act has been shifted from welfare to right based approach (as per discussion with ED and Programme People of CCWB).

Effects of programme on children's development may be assessed in terms of educational development and improved health conditions of the children. The CFVDC initiatives have come up with planning on this with goals and strategies (reference is of Action Plan on CFVDCs). The two years programme implementation did not include objective of launching intensive programme intervention on this front. However, this project has implemented certain educational development programme like girl scholarships, talent scholarships and scholarships for *dalits*, backward and marginalized children. Though, it is a wide-ranging phenomenon to open and run ECD centres under DEO office, the rate of establishing such centres found to be little bit more in CFVDCs. Likewise, VCPC seems to be active to enhance coverage of immunization programme run in a routine basis by district and local health offices. Limited financial supports have also been provided to children to save from locally incurable diseases with referral services for the treatment of diseases at subsidized/free of cost. DCWBs are also making some attempts for the protection of orphan children (Box 10). Protection of children against economic exploitation (child labour) within household and in labour market and trafficking of children is not effectively supervised and monitored by the board due to its financial, physical, and technical constraints (CDO and SSP in Kanchanpur). Accusing the programme of not containing explicit components to protect children against economic exploitation and trafficking (in the DIP), key informants have opined that the programme should come in an integrated way to address multidimensional web of household level poverty.

Box 10: Assistance to Child Health and Move towards Child Reform Homes

A child of Sonar family of Dodhara VDC of Kanchanpur having heart problem was dropped out of school (frequent vomiting some times with blood). The case came in notice of DCWB via CPO. DCWB referred the child for treatment to Gangalal Heart Centre, Kathmandu with some financial support for traveling. The heart centre accepted the reference letter and treated free of cost. DCWB Banke provided financial support to treat a child whose legs and hands were fractured in a fall.

DCWB Kanchanpur felt need of an orphanage home to keep orphan children, but was constrained of resources. Banke has found a piece of land to build a child reform home at the centre of market place, but needed to clear administrative process to own the land and arrange budget to construct a house. DCWB Morang has acquired land to construct a child reform home (Juvenile reform home) and Rs. 2 Million is allocated centrally to construct the home. A local level home building management committee is formed with participation of local level civil society. They are entrusted to manage additional resource required²².

²² Construction of juvenile and orphanage homes are not explicit objectives of the project, but we feel that it is partly inspired by the project

On the child participation front, the programme contributed to form district level child clubs networks (DCCN) with the initiation of DCWB. The programme initiated system of enlisting child clubs and issuing Recognition Certificate to registered (enlisted) child clubs on the occasion of Children’s Day. Similarly, the programme encouraged to form village level child club networks also. Formation of district level child club network facilitated to send children’s representative to the DCWB (usually Coordinator of DCCN). Its impact is to bring child clubs under the umbrella of DCWB through DCCN. Child representatives at DCWB seem to be less aware of the details of the project objectives and modality, but they have experienced positive behavioural change of high level officials (CDOs) during DCWB meetings. Before, they were not seeking active participation of all members in DCWBs’ meetings; now live discussion/participation takes place (Box 9), and encouraged children to participate in the Board's meeting and discuss the matter. Extent of Child Clubs affiliated to DCWB by number of girls and boys is presented in Table 4.

Table 4: Status of Child Clubs Affiliated to DCWB by Survey Districts,

District	No. of Affiliated Child Clubs	Participating children by Sex		
		Girls	Boys	Total
Makwanpur	110	641	603	1,244
Banke	212	-	-	-
Kanchanpur	171	4,519	4,171	8,690

Formation of child club networks and more active involvement of girls in the club's activity is evident from the Table 4. Children are of the view that, club’s affiliation to DCWB legitimized their actions and are encouraged to intensify their works for the benefits of children who are deprived of the basic rights and exposed to the risk of victimization. Children's affiliation to club activities is found to be effective in monitoring and controlling the following social misdoings:

- *Child marriage*: child clubs are aware of child marriage taking place in communities and are actively mobilized to stop it with the help of other social organizations and political parties (DCCN Members in Kanchanpur and Morang),
- *Child Health*: child clubs are mobilized in regular as well as annual vaccination camps (Measles and Polio) (in all Districts visited),
- *Education*: monitoring of all children’s schooling status in the village and motivating parents on the enrollment of out of school children to school (in all District visited),
- *Child labour*: tracing the cases of child domestic, street children and children in undesirable labors (but seems not effective) (Kanchanpur).

Despite these effects on children, the evaluation team feels that the project has not sufficiently contributed to make children feel as right bearers, understand dimensions of their rights, and motivate children to raise their effective voices in case of non responsive behaviour of duty bearers to satisfy their problems and needs.

7.2.2 Effect/Impact on Communities

Impact of the programme at the community level is assessed through interaction with VCPCs, in-depth interviews with social workers and FGDs with community people. All these sources indicated that awareness of the community people about the concept of child friendly practices have been increased. It is mainly through wide participation of community people in orientation programme on CFVDCs, participation in Action Plan formulation workshops and its sharing meetings organized in CFVDCs. It is reported that about 80-90 per cent of the households participated in the CFVDC planning process (including male, female and children). This process assured dissemination of the message on the concept of Child Friendly initiatives in the overwhelming majority of the local people.

VCPCs are optimistic to work on the components of child friendly VDC. Participants in FGDs expressed views that, they have heard of programme for the betterment of their children but they are not aware of the exact benefit to be delivered (Dodhara, Paraspur). They further show their commitment to make the programme successful and express their readiness to help if it involves less cost. The main concern was that, households and communities themselves are poor and unable to contribute to invest in their children's development. Further concerns of the FGD participants about programme impact at community level are as following:

- People in this VDC started to monitor themselves about children's school enrollment status, and regularity and children's participation in undesired labour activities (Dodhara),
- Now all Dalits, Muslims and backward communities are hopeful that the programme will provide all-round support for their children (Chair of School MGMT, Paraspur Banke),
- Besides formation of child club networks, limited support is provided to ECD classes (Morang, Kanchanpur),
- Further effect at the community level is formation of ward level committees of child right protection.

Some of the notable effects/impact of the programme at the community level on the views of programme officers (KIIs from GOs and NGOs) are:

- Successful selection of CFVDC and formation of VCPC Action Plan has enhanced wide-ranging support from communities and partners,
- Preparation of participatory CFVDC Action Plan has contributed to reach the programme at ward levels,
- The planning process of CFVDC contributed increased awareness of communities on the issues of child right, i.e. health, education and protection from child labour and trafficking (views of CPOs),

Despite this, KIIs (CPO Kanchanpur) are of the view that, the lengthy process of knowledge transfer from centre to district level caused delay in the implementation of some programme activities. Although, the community and district level (GOs) KIIs and FGD participants felt a number of positive effects/impacts of the programme on the community, some districts level KIIs from child right organizations opined that except that of bringing existing child clubs and newly formed child clubs under DCWBs umbrella registering and certifying them, the programme has not been able to produce any significant effect on communities.

Effect of the programme reaching at children and community levels by levels of indicators assessed could be summarized as following (Table 4).

Table 5: Effect of the Programme at Children and Communities Level

Indicators	Children	Communities
Changes brought about by the project	- Still not visualized, since, planning phase is over, and implementation has to be	- Village child protection committee (VCPC) formed and started to work to the end of child protection, development and participation
Changes at organizational level; - School communities, - Child dev. organizations - Civil societies	- Enhanced enrollment of school going children to schools, - Organizations (NGOs/CBOS) working for the children's right and development started to place attention on CFVDCs, - Civil societies, and communities have raised their aspiration on survival, protection, development and participation of their children in a respectful way	- Civil societies, and communities people have raised their aspiration on survival, protection, development and participation of their children in a respectful way, - VDCs started to allocate some of its budget on the child development sector (in Dodhara of Kanchanpur)
Project's impact on children; - Survival, protection, development and participation	- Except that of regular government's efforts, no extra efforts placed for the nutritional supplementation and better health of children, - Aware of child labour and its negative impact on children's overall development, child trafficking, - School enrollment of school age children increased, still child friendly school initiatives for quality education to prevent children from dropping out, being irregular and failing is not initiated, - Children's participation in club activities increased, still a substantial portion of children are to be covered, - Participation of children's representative in DCWB, VCPC initiated,	- Except that of regular activities of health and education sectors in a limited scale, no additional activities realized by communities, - Local Schools, CBOs and NGOs are ready to cope to implement CFVDC plan of action and or action programme if cooperation is provided
Level of satisfaction with project outcomes	- maturity of project implementation is not gained to assess the levels of satisfaction at children's level	- Different community level stakeholders still are not in a position to speak categorically about level of performance of programme components,
Most successful part of the project	- District Level Networks of Child Clubs (DCCN) formed, child clubs formed under facilitation of different organizations are increasingly placed under the umbrella of DCWB	- Creation of child clubs networks and their registration
Least successful part of the project	Facilitation in children's activities due to lack of human resources, and coverage within the CFVDCs	- Human resource

8. SUSTAINABILITY OF THE PROGRAMME

In assessing the aspects of sustainability, the study attempted to see what are measurable or verifiable indications that the processes and approaches for strengthening CCWB and DCWBs is going to be sustainable from bottom to top levels? To this end, attempt is made to assess, how partner, networks, and government bodies (VDC to the National level) are functioning for sustaining programme activities. Similarly, the study attempts to review the institutional capacity of partner and government bodies needed for the sustainability.

Operationally, the term sustainability refers to approaches adopted in programme formulation and implementation that could develop sense of ownerships of the programme among different layers of duty bearers (government bodies from VDCs to National levels and Partner Organisations (POs)) and right holders (communities and children) with the available resource use that aims to meet human needs of present assuring better satisfaction of such needs in the indefinite future. Thus, the sustainability of the programme refers to processes ahead to incorporate it as constituent component of government line agencies. Coordination among government's line ministries to establish gradual ownership on it and eagerness of development partners and POs to work for this end are further concerns of sustainability. In broader sense sustainability refers to three constituent parts i.e. environmental, economic and sociopolitical sustainability. Living apart the consideration of bio-physical environment (environmental sustainability), the study team concentrated on bearable, equitable and valid approaches and actions of the programme for the economic and sociopolitical sustainability.

Sustainability for the current purpose is to see established process that indicate the programme is gradually being inserted into system of local to national level governance system for the sake of safeguarding child rights in self sufficient manner without getting external support. It refers to enhancement of ownerships of the action programmes and activities initiated by the project of the local level stakeholders and line agencies of the government in a gradual process. Accordingly, attempt was made to assess the sustainability of the project making as an in-built social and development component of governments at different level. The contents assessed in sustainability issues are realization of the need of the programme's continuity in future, capacity of concerned organizations to give continuity to the programme without outside support or phasing out of the project, efforts made in making self sufficient locally.

8.1 Verifiable Indications of Sustainability

Effects that the programme produced from village (community) level to national level itself is taken as verifiable indications of sustainability, though, stakeholders at district and village levels have unanimously said that without external support programme activities will not continue. This seems natural, because, the two years of programme implementation was mostly concentrated on planning for future intervention and specific

activities for sustaining the programme are not carried out. DIP also does not specify modality to work on sustainability.

The evaluation team observed some threats to the sustainability of the programme. Generally, CDO to be ex-officio coordinator of the DCWB is viewed to be a threat to the sustainability of the programme mainly due to bureaucratic nature of the authority, busy schedule and less responsive to the development affairs (CDOs of Kanchanpur and Banke). Another measurable indication of the programme process is to what extent it became success in getting wider socio-political support. Though, people participating in VCPC, DCWB and CCWB in one way or another are from the political affiliations, the programme still is not found very much backed by the wider political commitments at district and central levels (Observed in Kanchanpur). The context of political instability and frequent change of ministers (DCWB Chair) may also pose threats to the sustainability of the child centred development programme (KIIs in Kathmandu). Though, VDC offices are said to be involved in preparing the CFVDC action plans (in some VDCs took leadership), their move toward policy shifting in favour of the CFVDC objectives is not observed (like include child right activities in their annual plans and programme). This may be taken as policy threat to sustainability of the CFVDC programme in future.

Despite such negative economic and sociopolitical environment from the government side, the programme equally produced positively verifiable indications of programme's sustainability.

8.1.1 Sustainability at VDC Level

To satisfy all indicators of CFVDC like distance of school, road condition, child friendly school initiatives, initiatives of building child friendly physical and social infrastructure, it needs additional developmental budget in the VDC, which either to be supplemented by government or by external development partners for the initiation²³. Thus, to attain economic sustainability of the programme, it should go in an integrated way with other poverty targeting programme. This strategy will consolidate with other programme activities within the broader framework of CFVDC. Besides resource scarcity, existing wider sociopolitical supports of local communities created during the planning phase are positive indication for sustainability.

The wider community and local political support to the programme is indication of socio-political sustainability of the programme for the following reasons:

- Community people (male and female and caste/ethnicity) showed encouraging participation in interaction programme to prepare CFVDC Action Plan in their respective wards (as per wardwise participant's list given in CFVDC Action Plan document). With this people feel ownership on the action plan

²³ For detail, see Bal Maitri Gabisa Sthapana: Abadharana ra Stapana Prakriya (Establishment of Child Friendly VDC: Concept and Process), CCWB and Plan Nepal.

- Representatives from all political parties (VDC Level) showed their full support to prepare CFVDC Action Plan and showed commitments to make the future programme a success (CPOs of Kanchanpur, Morang and Makwanpur and VDC Secretaries of respective CF VDCs)
- CBOs, NGOs, human right and social movements activists (Dalits, Janajatis, and Muslims) have initiated to include issues of child rights within the scope of their work and movements.

8.1.2 Sustainability of Strengthening DCWBs

Concerned officials (CDOs of Kanchanpur and Banke, LDO of Banke) are of the view that even though DCWB is an umbrella organisation to coordinate and monitor child right activities in the district, it is not being effective to the end of sustainability for the following reasons:

- weak government support: board is running in other's support than government, if support stops, government has not created mechanism to takeover it,
- first it is to be strengthened from the government side, only then it will generate effective roles in programme planning and implementation for the end of child's right,
- there is no uniformity in chairing authority of DCWBs across districts. In districts where board is chaired by persons from civil society it is said to be more effective to generate supports compared to the districts chaired by CDOs (CDO of Banke),
- DDC holds district level resources, but its allocation to children's sector is negligible.

However, the study found following positive indications to the end of sustainability of DCWB strengthening programme.

- Appointment of CPOs within the WDO office with facilities similar to the government officer can ease handover of the programme to the government after phase out of the programme,
- District level NGOs, INGOs and CBOs have started to provide supports to the child development programme in coordination with DCWBs,
- Child clubs formed under facilitation/coordination of different child right organisations are increasingly brought under DCWB's umbrella and are forming DCCN,
- Recognition of DCWBs has been increased with this programme, increasing number of development and working partners are showing willingness for partnerships
- DCCN, a network of right holders, is taking DCWB as patron of their activities.

In conclusion, sustainability of the strengthening programmes requires capacity building in the areas of economic, physical and technical (intellectual) resources. All three are inadequate at present context. Similarly, NGOs working in the children right sector are increasingly approached to make funds allocated to DCWB (CDO, LDO in Banke). To

overcome the constraints of economic resources community can utilise and manage locally available natural resources (Box 11).

Box 11: Locally Available Natural Resources could be Utilized for the Sustainability of Social Development but Vision Required

CDO cum DCWB coordinator of Kanchanpur viewed that with the proper promotion and visionary utilisation of resources generated from local Suklaphanta National Park, it is possible to accumulate budget to supplement social works and work related to child development in the district. He further added that, due to overlook of park's potentiality of developing tourism sector by tourism board, it is not in priority of tourist's destination on the one hand and on the other, due to restrictive rather liberal policy of collection and marketing of cyclical forest products the park's potentiality to support district's economic and social development is ruining.

In Morang, resource accumulated from the existing Children's Park could be utilised to supplement DCWB's functioning in the district.

8.1.3 CCWB Strengthening and Sustainability

There is no question in existence and sustainability of CCWB in future, because of a constituent body of the Ministry of Women, Children and Social Welfare, however, sustainability of its capacity strengthening programme might be in problem if this project does not continue. As mentioned earlier, the project lacks clear guidelines on the issues of sustainability at different levels (not specified in DIP). The two years tenure ended with preparatory works. Frequent changing political leaderships of the line ministry are viewed as another challenge to sustainability. Within such constraints, the board's effort heading towards sustainability of the strengthening programme could be indicated by the following:

- line ministry started to be more responsive to support proposed annual and periodic programmes with budgetary provisions (Table 5),
- the board strengthened to own a separate office building with minimum required facilities, accessories and utilities, so that its existence at national level is assured, among government agencies and development partners,
- multiple development partners started to show interest to establish working collaboration with the board (Save the Children, Unicef, ILO and others),
- started to identify possible places and sources of resource, for example, placing donation boxes (in airport, CDO offices, and places of public concern) and local donors,

Sustainability in capacity enhancement of the board is reviewed in terms of its bargaining capacity with government and line ministry, position in drafting and formulating child related acts and policies. The gradually increasing bargaining capacity of the Board with line ministry and government, proven capacity to draft children's acts, regulations, policies and action plan/programme with new visions can be mentioned as positive indications of the programme's sustainability.

- the New Children's Act is moved from welfare approach to child right approach,

- envisioned to shift DCWBs structure from CDO's coordination to DDC chair or his/her allies, or person from civil society,
- CCWB drafted new child protection policy, which was absent in past,
- National policy on children is drafted,
- CCWB is heading to form pressure group of 13 members to carry out lobby/advocacy on child right,

Issues on sustainability of the programme by different levels of stakeholders are summarized in Table 6.

Table 6: Issues and status in terms of Sustainability of CCWB/DCWB Strengthening Programme by Level of Stakeholder

Issues of Sustainability	CCWB	DCWB/DCPC	VDC/VCPC
Efforts made towards sustainability and need of continuity in future support	<ul style="list-style-type: none"> - Proper initiatives taken to ensure responsibility of central to local government's to the end of child rights protection through re-drafting of children's act, - Shifts in policy options from child welfare approach to child right approach- obliging govt. level line agencies to ensure respective rights of children by age and timing of growth, - Enhanced bargaining capacity of the board with line ministry and government to allocate more human and budgetary resource to the objective of child right protection²⁴. Increase in government support would lead to increase in amount of external support from multiple sectors, - Board itself is finding out different sources of fund raising to support child right protection activities²⁵, - Board still is not strengthened and capacitated enough to be self sufficient and is not fully backed by govt. so needs further support for the time being 	<ul style="list-style-type: none"> - District level line agencies sensitized on need of the programme in integrated way, - To ease the ownership transfer to the govt. sector, WDO assigned as child right protection officer and secretariat of DCWB, - DCPC formed, CPO appointed and deputed at WDO in a way of easy handover to government²⁶, - Extensive external support still is required for the office strengthening, capacity building of appointed human resources for monitoring and evaluation, 	<ul style="list-style-type: none"> - Explicit efforts for sustainability of the programme at VDC level still is not envisioned, - Some VDCs started to allocate some VDC level fund in the child development activities (Dodhara), - To make child friendly VDCs, it requires both technical and budgetary supports until the programme gets enrooted as process of life upbringing,
Condition to ensure continuation of the programme after Plan phases outs	<ul style="list-style-type: none"> - Strengthened boards capacity to frame policy and programmes, planning and monitoring of child right protection activities from central to community level from the aspects of human resource, logistic support and technological know how, - Ensure ownership of the programme by central and local 	<ul style="list-style-type: none"> - Moved forward to change in leadership of DCWB from CDO chaired to chaired either by DDC president or by a reputed person from civil society motivated in protection of children's rights, 	<ul style="list-style-type: none"> - Established institutional frameworks with vertical and horizontal support from bottom to top, - Making child right and child development as working agendas of the local organizations, Community

²⁴ Executive Director cum member secretary of the CCWB claimed that for the next fiscal year, the board has proposed Rs. 400,000.00 budget for each 75 districts instead of mere Rs. 18,000.00 of the current fiscal year and Child Protection Officer (CPO) in 20 Districts. If government fulfills this commitment, external development partners (Save the Children, Plan Nepal) have shown positive gesture to add up more resources and technical support to appoint one DCPO in all other remaining districts as immediate as possible.

²⁵ Collaboration with charitable trusts, local business houses, placing donation box in different places of public concerns like international airports and others.

²⁶ The basic salary scale of CPO not exceeding that of basic scale of Gazetted III class officer of government service.

Issues of Sustainability	CCWB	DCWB/DCPC	VDC/VCPC
	government and communities	<ul style="list-style-type: none"> - WDO to be capacitated as focal agency to the end, - INGOs/NGOs working in the districts for the sake of child right and development began to allocating certain portion of their fund to the DCWB (CDO, LDO in Banke) 	<p>based organizations and NGOs,</p> <ul style="list-style-type: none"> - All local CBOs and NGOs started to adopt approaches to put children at the core of their development agenda,
Things to do for sustainability	<ul style="list-style-type: none"> - Making realization of the need of the programme at different line ministries, agencies and stakeholders to create capable institutional arrangements for the safeguards of child rights protection, 	<ul style="list-style-type: none"> - Portfolio of WDO to be enhanced at a capacity of undersecretary and the office to be of two sections one looking for the children's development activities 	<ul style="list-style-type: none"> - Identification of local level partners to initiate Child Friendly activities, - Initiatives of child friendly activities in development practices like schools, health, and so forth,

9. GENDER EQUITY AND SOCIAL INCLUSION

This study attempted to see how and to what extent gender aspect have been dealt by the program. This refers to equity in terms of class, caste, ethnicity, geographical location, disability in the program and organizational level. This further attempted to assess strategies adopted to reduce the gender inequities and social exclusion in the program and organizational level and the assessment of the progress in achieving gender parity and social inclusion at levels of participation, decision making and well being (outcome).

In programme planning, putting it into action, the programme has attempted to place the gender and socially excluded and backward community at the core. Operationally the term gender equity, in this programme refers to representation and participation of women at the decision making level and processes, use of gender sensitive languages in produced documents and action programmes. Equity involves access to equal opportunity and the development of basic capacity. It requires eliminating all barriers to economic and political opportunities and access to education and basic services, such that people (men and women of all ages, conditions and positions) can enjoy opportunities and benefit from them. Equity implies participation by all people in processes of development and the application of a gender perspective in all activities. Equity means justice, giving everyone what belongs to them, and recognizing the specific conditions or characteristics of each person or human group/sex, gender, class, religion, and age. It is the recognition of diversity without providing a reason for discrimination.

9.1 Inclusion in Representation and Participation

Review of language used in plan and programme documents, periodic reports, situation analysis and others produced by CCWB and DCWBs found written in gender friendly and right based approaches of excluded communities. Composition of Board members (CCWB, DCWB, DCPCs and VCPC) seems attempted to make gender balance and inclusive, but the board's nature of ex-officio representation is found problematic to mitigate it. For instance, of the 20 DCWB members in Kanchanpur only three are female, two Anabatic and a Dalit. More or less similar case holds true of the 15 member committee of Banke district (Table 7). This indicated that gender equality and inclusion of socially excluded communities (Dalits, Janajatis, Madhesis and Muslims) in the board's composition is only for the name rather to seeking influential role in decisions. This may be largely explained by the ex-officio nature in composition of board members, in which most of the heads of the district offices tends to be high caste males. The composition of local level facilitators in preparation of CFVDC plan of action revealed that the programme's action heading towards maintaining gender equity and inclusion of class, caste, ethnicity, geographical location, disability.

Table 7: Inclusiveness in CCWB, DCWB, DCPC and VCPCs

Level of Stakeholder	Total Member	Female	Dalits	Janajatis	Madhesi/Muslims
CCWB	21	4	-	7 (5 Newars)	3
DCWB Kanchanpur	20	3	1	2	
DCPC Kanchanpur	9	2	-	-	-
VCPC Dodhara	9	3	-	1	-
DCWB Banke	15	3	1	2	2
DCPC Kanchanpur	9	3	1	2 (Newar)	-
VCPC Paraspur	9	2	2	-	5
DCPC Morang	9	3	-	1 (Newar)	1

To what extent female, Dalit, Janajati and Muslim/Madhesi members in the committee actually participate in decision making role is another concern of assess. WDO's representation in DCWB in a position of Secretary and formation of DCPC under her coordination is supposed to ensure effective female participation in decision making roles at DCWBs and DCPCs. Coordinator and other influential members of the board (DCWB) are of the view that, the task of making local level committees inclusive in nature is gradually taking place. This practice led to bring about some change in modality of forming relevant committees in such a way that ensures at least sizable representation of excluded groups with effective participation. From this we can conclude that, gender balance in forming executive committees of Village Child Protection Committees (VCPC), District Child Protection Committee (DCPC) and DCWB is attempted to maintain. Despite the attempt, the mandatory provision of representation of the heads²⁷ of district and local level line agencies found making overwhelming domination of males from non-excluded communities in such committees.

However inclusion of gender component and socially excluded groups at bottom level community mobilization and participation activities is seen to be better than the higher level committees. For instance, the ward level CFVDC Action Plan preparation and implementation coordination committees of Dodhara, Kanchanpur (Table 7) seems to be more inclusive compared to VCPC, DCPC and DCWBs composition.

As a result of more inclusive and gender equitable composition of coordination committee for preparing action plan by wards, the prepared action programme is more progressive in addressing desires, needs and expectation of female, male and other communities.

Table 8: Inclusive Nature of Ward level Action Programme Formulation and Implementation Coordination Committees, Dodhara

Ward No.	Total Member	Female	Dalits	Janajatis	Coordinator
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²⁷ CDO as coordinator and LDO, DEO, District Police Officer, DPHO, NGOs Heads as members of DCWB and, VDC Secretary, Health Post In-charge, in VCPC.

1	11	5	2	2	Female
2	11	8	3	-	Female
3	11	6	-	5	Male
4	11	5	1	-	Male
5	11	5	3	1	Male
6	11	4	3	1	Male
7	11	6	6	1	Female
8	11	6	8	-	Male
9	11	4	7	-	Male
Total	99	49	33	10	3 Female

Gender balance has been maintained in a better way while hiring programme staff. Of the four studied DCWBs, three were found with female CPOs. Gender parity was maintained hiring the national level programme staffs (terminated now).

Some more striking issues emerged out of discussion in relation to gender equity and social inclusions are as following:

- Functioning of DCPC headed by Women Development Officer (WDO) is found to be questionable- all other stakeholders and line agencies opining of irrelevant committee, it is due to her level of portfolio and permanency in position,
- Making WDO Secretary of DCWB is viewed to be as positive move towards gender equity in decision making positions of the board,
- The name list of the participating individuals in discussion to prepare situation analysis report for the CFVDC was found to be gender balanced,
- Gender parity in child clubs member is found to be notable, though boys dominated leadership positions.

9.1.1 Use of gender friendly/Sensitive Languages

To see the programme's effort to ensure realization of basic human rights and dignity of female, socially, economically and geographically as well as physically excluded communities, contents and language used in programme planning and implementation (DIP) documents and periodic reports prepared by the programme have been assessed. Sensitivity in language use to address the rights and dignity of such groups and communities is well interwoven in the documents for the following reasons:

- the programme is found designed as gender friendly and aimed at ensuring gender equity at all levels of programme planning and implementation,
- language of programme design, agreement of the programme between CCWB and Plan Nepal seems to be gender sensitive,
- the newly drafted children acts and rules (still not endorsed by the parliament) found written in gender friendly nature using gender sensitive languages, and language to address issues of socially excluded communities,

- languages used in progress reports (quarterly, annually), status reports and situation analysis and action plans (of CFVDCs) are attempted to make gender friendly and sensitive to excluded communities.

In summing up, it can be said that, attempt to maintain the spirit of gender equity are well documented in policy, planning, and programme papers, some attempt is made to maintain gender parity in both representation and decision processes. However, the full assurance of the spirit in action has a long way to go.

10. BEST PRACTICES AND LESSON LEARNT

This section summarizes best practices of the programme and corresponding lessons learnt by key variables of evaluation (Table 9). With these practices, the project has gained substantial strength in the processes as well as project outputs. The evaluation team feels that similar programme has to adopt these practices for the better strength and results.

Table 9: Best Practices and Lesson Learnt

Key Variables of Evaluation	Best Practices	Lesson Learned
Institutional and Programme Support	- Technical and financial support by development partners	- In the context of weak endogenous financial and technical support, external supports are required to make institutions like CCWB and DCWB functional and give synergy
	- Establishment of DCWB Secretariat and its staffing	- Activated DCWBs and increased recognition and trustworthiness for partnering among line agencies and development partners, - Leads to effective implementation of the child rights programme
Effectiveness in the Programme and Institutional Processes	- Strong advocacy and coordination meetings	- Lead to a change in policy and legislative measures, create supportive environment in favour of the programme
	- Political instability/agitation (<i>hindrance to best practices</i>)	- Disturbs institutional processes of the programme (late hiring of human resources, frequent change of CCWB and DCWB authority)
	- Abiding government rules and regulations	- Helps to maintain harmony with the government system
	- Inability to retain human resources (<i>hindrance to best practices</i>)	- Causes negative impact on project management, lapses in institutional memory,
	- Planning from bottom and allocation of resources	- The best way of reflecting local problems and needs in the planning and

Key Variables of Evaluation	Best Practices	Lesson Learned
	according to local needs	put in the action
	- Adoption of participatory approach to planning	- Promote sense of ownership on the project among community people, generate supportive attitude of all sides - Leads to successful planning of villages (like CFVDC) even in the difficult period of conflict
Efficiency of the Programme	- Collaboration among duty bearers in programme implementation,	- Ensures cost effectiveness
	- Incorporation of DCWB Secretariat into WDO	- Leads to cost sharing in some respects and reduces the project cost
	- Voluntarism of local people	- Leads to cost-effectiveness
Effects and Impact	- Participatory initiatives in programme planning among GOs, NGOs/INGOs, development partners, civil societies and communities	- Contributed to increase awareness and expectation of communities, raising awareness and expectation of right holders, defined roles and responsibilities of duty bearers
	- Formation of DCCN, enlisting child clubs, under DCWBs, issuance of recognition certificates	- Increased child participation in club and child right protection activities, facilitated to choose child representatives in DCWBs
	- Provision of child right monitoring focal teacher in schools of CFVDCs	- School community aware of CFVDC initiatives - Assures mechanisms of universal school enrollment of children if functions effectively
	- Regularity and periodicity in DCWBs meetings	- Assured existence of DCWB among different stakeholders and line agencies - DCWB emerged as coordinating body for child development related activities
	- Increased advocacy and lobbying capacity of CCWB/DCWBs	- Line ministries, DDCs started to be responsive in both financial and technical supports,
	- Child centred development approach in CFVDC	- Can be a popular programme at community level
Sustainability of Programme	- WDO as secretariat and CPO as constituent component of WDO	- Good move towards self sustenance, develops sense of ownerships on the programme within WDO, makes the

Key Variables of Evaluation	Best Practices	Lesson Learned
		government system feel need of the programme's continuity
	- Increased multisectoral linkage and coordination	- Creates supportive environment leading to sustainability of the programme
	- Programme is known by the name of donor's as Plan's Programme (hindrance to best practice)	- Stakeholders from GOs, NGOs and communities know the programme as Plan's, programme. Government's ownership on the programme even in day to day language is not established (hindrance to sustainability)
Gender equity and social inclusion	- Adopted philosophy of gender equity and inclusion	- Use of gender friendly and respective languages in black and white documents,
	- Ex-officio nature of CCWB/DCWB formation	- Problematic to maintain gender equity and social inclusion in boards composition
	- Use of gender sensitive and non-discriminatory languages	- Raise self respect/stem and dignity of women and marginalized/excluded communities

11. PROBLEMS/CONSTRAINTS AND COPING STRATEGIES

The project experienced various problems and constraints. As mentioned above, conflict and political instability are major ones. Due to conflict and political instability, organizational processes of the project sometimes used to be interrupted causing delay in CCWB and DCWB's governance and decision makings. There are reports that due to long time political agitation like *bandas* (general strikes), dispatch of necessary financial documents from districts used to be delayed. It caused delay in financial settlement at the centre and in turn delayed in release of new installments. Likewise, conflict also affected monitoring of the project activities. The predominant threats and fears always prevented the government officials to make monitoring visits of the CFVDC initiatives. As indicated above, conflict also affected selection of CFVDC (less conflict-affected VDCs were chosen as CFVDC).

Job discontinuation by the project staffs is another major constraint faced by the project. It directly affected the project management and continuation of institutional memory. Another inherent problems with government system is frequent change of government officials, hence change in DCWB top-level authorities (CDO and WDO). It has important implication for the project as it also caused lapses in institutional memory. The guidance of CCWB to DCWBs on the whole was satisfactory, however, in certain matters it was felt to be inadequate (e.g. defining roles and responsibilities of DCPC, VCPC, etc.).

Effect of conflict, political agitation and problems inherent in the government system in fact were hard to avoid. However, the project adopted certain coping strategies for

conflict at its maximum possible. Especially in the case of CFVDC initiative, effect of conflict could be high, and it was coped by selecting less conflict-affected VDC (and generally selecting VDC near to district headquarters) adopting participatory approach to planning.

12. RISK AND CHALLENGES AHEAD

As indicated above, CFVDC is an ambitious initiative. It has also raised people's aspiration. Inability of DCWBs to implement planned activities may erode the credibility of DCWB. Realization of goals of CFVDC requires great amount of financial resources, and it is not possible without supports from all sides. With two-year programme implementation, a favourable/supportive environment has been created at all levels; however, adequate efforts have not been made to receive resource commitments of the partners' organizations.

The study team also foresees legal and moral barriers of government to fully support to the CFVDC initiatives. One of the legal barriers, as indicated above, is related with promotion of child participation and inclusiveness. As indicated by the key informants, promotion of child participation at institutional level is not possible without changes in existing legal provisions (CPO Morang). Changes in legislative measures can be only a long-term goal. Government might not be able to direct resources at required level to the CFVDC because it may raise several questions at all levels. Can government provide same level of supports to other VDC if other VDCs also declare themselves as CFVDC? This is a moral question that may prevent government to concentrate fully on CFVDC initiatives. Changes of government policy to child-friendly approach could be helpful but it again can only be a long-term goal. The changed political context also needs to be considered in terms of what policy will be adopted in future in relation to children's right and community development.

13. OPPORTUNITIES

- Peace and democracy in the changed political context provide free working environment for all sides.
- Increasing awareness of government and non-government mechanisms on child rights issues provide a supportive environment for the project.
- Gradual shifting of national development policies to right-based approach (at least at national level) leads to favourable policy environment promoting resource mobilization.
- Increasing interest of partners in CFVDC initiative can lead to generate adequate financial supports to the future activities of the project.
- Commitments and sense of ownership of community people on CFVDC Action Plan leads to the future project activities a success.

14. SUMMARY AND CONCLUSIONS

In line with the government commitment on UNCRC, Children's Act 1992 came into effect in the country but its effective operationalization in the context of dire need of addressing various problems of children was hindered for a long time with resource and institutional constraints of the government. In this context, the institutional and programme level supports offered by Plan Nepal with the view of revitalizing CCWB and DCWBs mechanisms in the programme districts has been highly relevant to overcome the existing problems at different level. The crosscutting issues addressed by the project helps realize national development goals as well as goals and targets set out in the various international instruments like UNCRC, MDGs, World Fit for Children and so on.

The present study evaluates the programme in relation to different verifiable (evaluation) indicators (relevance, effectiveness, efficiency, effects/impacts, sustainability, gender equity and social inclusion) and come up with concrete recommendations for future programme intervention. The evaluation is done on a sample basis so four programme districts (Morang, Makawanpur, Banke and Kanchanpur) were selected as sample. Required information have been collected through qualitative research tools primarily KIIs (Key Informant Interviews)/consultative meetings with key stakeholder and FGDs (Focus Group Discussions) with children and community people.

It is found out the project is designed to address the existing problems inherent at central, district and community levels through institutional as well as programme supports on the ground that the programme supports only are not sufficient to strengthen CCWB/DCWBs and develop them as credible institutions. The institutional support aims at addressing the lack of human resources and DCWB office to ensure smooth running of the project activities. In the context of the lack of an office, it would not be possible to run project activities effectively. Therefore, component for strengthening institutional capacity was required. In this sense, the project stands on a correct/strong conceptual foundation and strategic thrusts. Evidences suggest that these supports have been crucial for revitalize CCWB and DCWBs and establish them as a credible institution at government level.

During its lifespan, the project suffered from various external as well as internal problems. Conflict, political agitation/instability are the major external problems faced by the project. The political factors had considerable impact on project governance disturbing sometimes whole organizational processes and decision making. It also disabled CCWB timely hiring of human resources and drive the project activities. These were in fact unavoidable circumstances created by structural problems. Frequent change of Executive Director of CCWB and DCWB's authority, discontinuation of project staffs, and bureaucratic nature of DCWB authority (considered to be less responsive to the development affairs and less effective governance) are the major internal problems faced by the project. Despite these, after hiring of human resources, CCWB and DCWB could run project activities smoothly at all levels, accomplish activities envisioned in the DIP on time, and produce satisfactory outputs/impacts as it envisioned for the initial phase of the project.

In essence, full guarantee of rights of the children requires reshaping of the existing socioeconomic and infrastructural initiatives of the society and it is possible only through child-centered development approach envisioned by this project through CFVDC

initiatives. The project in its preparatory phase has been largely concentrated on planning itself which had to go through several time-consuming processes (situation analysis, indicators and action plan development). Ultimately, the project has succeeded to bring out a clear picture of CFVDC with respect to how CFVDC should be (goals/targets) and how to achieve the goals (strategies). The planning on CFVDC has shown various positive outcomes for the future interventions (sense of ownership on the action plan and future interventions as well, increasing interest/commitments of donor communities to implement activities in line with CFVDC initiatives).

The project implicitly envisioned to create a conducive environment for the future interventions. Through various advocacy programme at all levels and CFVDC initiatives at community level, the project has been highly successful in promoting a supportive environment in favour of the future interventions (at least at civil society level). In addition to strengthening CCWB and DCWBs, the project has succeeded to create basic supportive mechanisms at all levels like DCPC, VCPC, and child rights focal points in schools and institutional linkages. However, little efforts have been made to effectively mobilize these mechanisms to address existing problems and needs of the children.

It is generally viewed that a favorable policy environment is always required for successful realization of the project goals. Keeping this in mind, the project made various efforts through policy and legal advocacies but could not succeed at expected level to reshape the existing policy environment in favour of the child friendly concept. This might pose challenges in the achievement of the goals of the future interventions.

A favorable policy environment is essential for durability of the project also. Durability of the project also encompass with other several factors like institutional modality, linkages/coordination, resources, and ownership on the programme. It is felt that, even in this initial phase, the project could make some progress towards this direction. On the institutional sustainability, incorporation of DCWB Secretariat can provide basis for sustainability but the situation is such that DCWB Secretariat may not sustain if adequate financial support is not provided from donor communities. It is because an effective mechanism for local resource mobilization is still to be established, and government support has been still minimal. At the heart of the ownership issue, a question like "whose programme?" is generally raised and, still concerted efforts have to be made to say that it is a government level programme. Ownership of government could ensure resource mobilization to a great extent by incorporating child rights programmes in periodic and annual plans of DCC and VDC. However, in the case of CFVDC, it is felt that people have sense of ownership on CFVDC Action Plan, and community people are committed to make the CFVDC a success if necessary supports are provided.

The project envisioned inclusiveness in the project governance, management, and planning /implementation and various efforts have been made in this direction. However, it is observed that the existing legal provision (in Children's Act) has been one of the barriers for full realization of this goal. The ex-officio nature of DCWBs itself is one of the major barriers for this. However, at programme level, the effort is satisfactory.

It is to note that the project somehow was lacking rigorousness in certain project and financial management/procedures (e.g. lack of TOR of CPOs, modus operandi of DCPC

and VCPC, delay in fund disbursement and submitting bills/voucher, lack of trainings on data collection, compilation, and report writing to the CPO, lack of monitoring and proper way documentation, lapses in institutional memory, etc. - mentioned in the respective sections). CCWB and DCWBs should give serious attention to these matters in future programmes.

Lastly, the belated project during its lifespan however has succeeded to establish institutional linkages between the center and the village. CCWB is holding its meeting regularly and providing project budget and program to the project districts on a regular basis. Though the regularity of DCWB meeting and involvement of its chairperson in attending the meeting is in question in some cases, its linkages with local child welfare organizations are found effective. Child Welfare Officer as an organizer has succeeded in implementing the program though she might need extra human resources and financial support until the programme gets maturation and condition of self-sustenance.

15. RECOMMENDATIONS FOR FUTURE PROGRAMMES

Institutional and Programme Supports

- Continue institutional as well as programme supports to CCWB and DCWB at required level.
- Strengthen inter-sectoral coordination/amongst relevant organizations.
- Carry out advocacy and lobbying to integrate child-friendly policies including CFVDC initiatives into national, district, and village level plan and policies.
- Formulate national and district level Action Plan for CFVDC and lobby for its implementation.
- Receive resource commitments of line ministries/agencies and relevant organizations for CFVDC initiatives.
- Advocacy/lobbying for removing legal barriers (e.g. on child participation at institutional level). Find out different aspects of legal barriers through review of existing legal provisions (national level).
- Carry out intensive media campaign on CFVDC and provisions of Children's Act and UNCRC at all levels.
- Develop project supervision, monitoring and evaluation plan at the time of DIP formulation (with project evaluation indicators for baseline and endline studies).
- Develop guidelines/activities including monitoring and evaluation plans for sustainability of the project in DIP for each component of the programme.
- Develop guidelines/activities including monitoring and evaluation plans for gender equity and social inclusion in DIP.
- Referral system should be strengthened. Publicize DCWB and its role.

- Strengthen functional role (monitoring, advocacy/lobbying, child participation, etc.) of child protection mechanisms (VCPC, DCPC, child clubs, school focal points). Also work for motivating children to raise their effective voices to satisfy their problems and needs.
- Data collection on Convention on the Rights of Child (CRC) monitoring should be strengthened with more rigorous methodologies. Continuous monitoring/surveillance system should be developed instead of periodic data collection system.

Programme Management Side

- Adopt measures to retain human resources throughout the project period. In case of inability to do so, ensure smooth running of the project by timely hiring of the project staff. Work for maintaining institutional memory within the project. In case of discontinuation of job by staff, a system to handover the office to new staff should be practiced.
- Ensure more rigorousness in project and financial management system such as:
 - Develop TOR, modus operandi for project staff and different child protection mechanisms
 - Timely submission of bills/voucher
 - Give serious attention to accomplish all the activities in DIP (e.g. trainings on data collection, compilation, and report writing to the CPO, district level publication, process documentation, logistic supports to VDCP, etc.).
 - Develop systematic and complete documentation/record system
 - Necessary steps should be taken to ensure timely disbursement of funds
 - Necessary steps should be taken to ensure maintaining/achieving high project delivery rate for enhanced project outputs
- Appoint one staff for looking after finance in CCWB.
- Strengthen monitoring and feedback system at all levels.
- Develop clear guidelines on each and every matter and provide it to DCWBs. Proceed with formal ways in every matter.
- Ensure quality of human resources.

Governance

- Chairing of DCWB by DDC chairperson or social worker has more advantages. Preference should be given to social worker. Ensure adequate representation of line agencies, women and backward communities in DCWBs.
- Operationalize specialized sub-committees. DCPC may be one for child protection.
- Strengthen discussion and feedback system in programme planning in DCWBs

- Village Child Welfare Board (VCWB) at VDC level may be provisioned.
- Carry out lobby/advocacy to upgrade portfolio of Women Development Officer to the capacity of undersecretary. Establishment of child development section within WDO is desirable for better governance and sustainability.

CFVDC Initiatives

- Integrate CFVDC initiative into annual plan of DDC and VDC and work in close collaboration with DDC and VDC, other line agencies, and Plan PU.
- Adopt bottom to top-level approach in programme planning making involved local people. Ward level functional groups to implement project activities needs to be built with proper representative from all sides.
- DIP needs to be formulated on the basis of Action Plan of CFVDC.
- One-door system should be developed to work in CFVDC
- DCWB facilitates, coordinates and monitors the CFVDC initiatives through community level mechanism

APPENDIX I: Terms of Reference

Final Evaluation of CCWB and DCWBs Strengthening Program (September 2005 – December 2007)

1. INTRODUCTION

Plan Nepal is a child-centered community development organization committed to promote children's right to realize their full potential in societies that respect people's dignity to achieve lasting improvement in the quality of life of deprived children in developing countries. Plan supports development programmes that benefit a large number of socially and economically deprived children and their families. Plan Nepal is working towards consolidating its programmes activities to reach the most deprived children, families and communities through a Child Centered Community Development (CCCD) approach.

Plan Nepal has been working in partnership with Central Child Welfare Board (CCWB) to strengthen its central body (CCWB) itself and its districts chapters (DCWBs) in Nepal since the project intervention in September 2005. Strengthening CCWB and DCWBs are area of priority of National Plan of Action (NPA) for Children, 2004. These are main authorities to implement CRC in Nepal as per Children Act 1992. As a national focal agency, CCWB already has drafted the 10 Year National Plan of Action (NPA) for children based upon the outcome document of United Nation's General Assembly Special Session on Children (UNGASS), and it is in the process to be endorsement by the council of the Ministers. This plan of Action is prepared in close consultation with all the key stakeholders including government agencies, development partners, civil society organizations and children. As a national document, the NPA will be the master document for the child right programming in Nepal. Beside this, recent and relevant issues and needs will also be addressed.

Plan Nepal, CCWB and Social Welfare Council reached into an agreement in 2005 to carry out strengthening CCWB and DCWBs Project. Plan Nepal is providing financial and technical support to CCWB to implement this project. The project supports CCWB and DCWBs in its institutional capacity building to enable it to function as the Central Child Welfare Board and DCWBs to carry out situational analysis of the children, reporting to the CRC Committee, promoting and protecting child rights as well responding to the violations of child rights. The project is implemented in 6 Plan Nepal working districts, namely, Morang, Sunsari, Bara, Rautahat, Makwanpur and Banke.

2. BACKGROUND OF THE PROJECT

Respect and recognition of child rights is fundamental to any society's future wellbeing and prosperity. Nepal ratified the UNCRC in 1990, indicating its commitment to the survival, development and protection of children. Although it is everyone's responsibility to fulfill Child Rights, the primary duty rests with the State, which is obliged to ensure that CRC is respected, promoted, protected and fulfilled. To this effect Nepal government

has taken important legislative initiatives in an effort to safeguard children's rights such as the Children's Act, 1992, setting up of Central and District Child Welfare Boards and harmonizing national laws, policy and programmes in line with the provisions in the Convention. Monitoring and reporting of child right situation is one of the responsibilities of CCWB and DCWBs, although other government bodies, like National Human Right Commission and different civil society organizations are also involved in child right monitoring. However, due to the conflict situation and the institutionally weak DCWBs in most districts, the monitoring of the realization or violation of the child rights has been less effective.

Nepal has faced a number of challenges and constraints in implementing the UNCRC, such as parity in gender, urban and rural areas, marginalized and privileged class compounded by traditional and cultural practices, poverty and conflict, all resulting in violation of children's basic rights to survival, development, protection and participation. According to child deprivation index, three out of six Plan districts fall in the worst position and other three in the moderate positions²⁸. There has been marked increase in the awareness about the child rights in Nepal in the period of last 10 years, but the achievements fall short by more than half of the commitments made by the government in CRC and the national plan of action²⁹.

Children's meaningful participation leading to their active citizenship is ignored and children's potentials are not recognized and realized fully for developing themselves and their communities. This lack of participation often results in violation of their basic right to health, education, survival and development

Central Child Welfare Board (CCWB) is a national body constituted by the Children's Act 1992. It has been formed with the aims and objectives to effectively monitor and safeguard the implementation of the UN Convention on the Rights of the Child (CRC) in Nepal as well as to act as national focal institution concerning child related issues. It is expected that the government is stable and committed to make CCWB as an effective organization to protect and promote child rights in Nepal as envisioned by Children's Act 1992.

With the implementation of CCWB and DCWBs strengthening program, it was expected that the systems, procedures and human resource capability of CCWB and DCWB will be strengthened to function effectively as viable Child Rights protection and promotion organizations. It was expected that these organizations will nurture and promote the working relationship with concerned government and non-government organizations. Once DCWBs start to function more effectively, it will play pivotal role in protecting and promoting child rights. In this process they will coordinate with prominent agencies such as District Development Committee (DDC), Municipalities, VDCs and NGOs.

Objective of the Country Program Outline

The project is implemented under the Child Protection and Participation Program in Plan Nepal. This program has following objectives:

²⁸ Districts of Nepal: Indicators of Development, ICIMOD/SNV Nepal

²⁹ The Situation of Child Rights in Nepal, 2004, CWIN (in Nepali)

- To build capacity and knowledge base on CRC and CRP at different levels (Government, staff, partner, community, children and adults).
- To develop and strengthen mechanisms and structures (GOs, NGOs, CBOs, children and adults) that protect and promote child rights.
- To strengthen children's participation and governance at community, district and national levels

Project goal

The goal of the project is to enhance the capacity of CCWB and DCWBs, so that they can coordinate, facilitate and advocate on policy issues more effectively to respect, protect, promote and fulfill child rights in Nepal as mandated by the Children's Act 1992.

Project objectives

The main objectives of the project are:

- To strengthen CCWB to enable it to lead on the issues of child rights at national level.
- To support and strengthen DCWBs to take the roles and responsibilities underlined in the Children's Act 1992.
- To support and ensure situation analysis of children, documentation and publication of children's situation in 6 Plan working districts.
- To strengthen CCWB to support victimized children and their families for remedy of injustice.
- To promote and strengthen child rights issues among District Development Committees, Village Development Committees and other line agencies.
- To contribute to the periodic CRC reporting to UN CRC Committee as part of the obligation of state party.
- To promote child protection effort at community level in one District.

Project outputs and activities

Anticipated results for the entire period of the agreement:

- CCWB is strengthened and activated by the end of the project period to implement and monitor the specified provisions of Children's Act, 1992.
- Status Reports on children of six districts prepared and published annually.
- Six DCWBs are capable to play the role envisioned in the Children's Act 1992
- Child protection mechanism is established at the community level in one district.
- Exploitation of children and other forms of discrimination and violence is reported and dealt with efficiently and with due consideration.
- Six DCWBs have good links and coordination with district level line agencies.
- District level policies and strategies formation processes are more specific and targeted to the problems and needs of children in the districts.
- Periodic CRC reports are prepared and submitted to UNCRC Committee by CCWB.
- Children's Organizations are recognized and are promoted in Six districts.
- Child participation is promoted and strengthened within DCWBs and in the planning phases of VDCs and DDCs.
- Application for long term co-operation agreement with Norad 2005 - 2007

- Strong advocacy strategy on CRC exists and will be followed within CCWB and DCWBs.

Working districts: The project area covers 6 Plan working districts which are Banke, Morang, Sunsari, Rautahat, Bara and Makwanpur.

3. OBJECTIVE OF THE PROPOSED STUDY

As the project is near its completion stage, Plan Nepal is interested to assess the effectiveness and relevance of the project strategy and activities in creating demand to protect the rights of the children and in enhancing the capacity of CCWB and DCWBs, so that they can coordinate, facilitate and advocate on policy issues more effectively to respect, protect, promote and fulfill child rights in Nepal as mandated by the Children's Act 1992. The findings and recommendations derived from the study will feed into the design of the approach and strategy for future planning and implementation.

Specific objectives of the study

The evaluator is expected to assess the project performance in terms of following key variables:

Effectiveness

- Assess the effectiveness of the process and progress of the project in line with the objectives of the project.
- Analyze how effective was the program reaching the major stakeholders.
- Analyze the performance of the activities against the project objectives.

Relevance

- Assess how well the program was able to promote child rights in Nepal (timely, adequately, and qualitatively)
- Assess how relevant was the project and its modality in present changing context of the country.
- Assess the relevancy of the activities to achieve the objectives of the project.

Efficiency

- Identify strengths and weaknesses of the project activities.
- Identify the problems and constraints faced while implementing the project.
- Assess efficiency in use of resources and cost effectiveness in delivering the programs
- Assess mobilization of resources and cooperation of local organizations and other institutions.
- Assess the efficiency of the partner in enhancing the capacity of its district chapters in promoting and protecting child rights.

Effects and impact

- Assess the effects and impacts of the project on children, teachers, DCWBs members, government line agencies and child development related offices, children's organizations, civil societies in the 6 working districts of Plan Nepal.
- Assess the effects and impacts of the project in government planning (both at VDC, district and Central level).
- Assess the implementation of CRC by other government programs after the implementation of the project.
- Assess the change in the community in Child Friendly VDCs (including the planning process and participation of children).

Sustainability

- What are measurable or verifiable indications that the processes and approaches for strengthening CCWB and DCWBs is going to be sustainable? Assess, in this respect, how partner, networks, district courts and government bodies (VDC to the National level) are functioning for sustaining programme activities. Assess the institutional capacity of partner and government bodies.

Gender equity and social inclusion

- How and to what extent gender aspect have been dealt by the program. Equity in terms of class, caste, ethnicity, geographical location, disability in the program and organizational level.
- Assess strategies adopted to reduce the gender inequities and social exclusion in the program and organizational level.
- Assess the progress in achieving gender parity and social inclusion at participation, decision making, well being (outcome).

Lessons learnt and recommendations

- Draw lessons learnt, and identify good practices for scale up, and make recommendations for future course of action by the stakeholders to strengthen CCWB and DCWBs.

The main user of this study outcome will be target group of the project, Plan and partner organizations implementing this project

4. FORMAT FOR THE EVALUATION

The detail format for the evaluation report will be decided jointly after finalizing the selected proposal. However, the evaluation report should include the chapters regarding all the specific objectives specified above.

5. PLAN OF WORK

Scope of the study

The final project evaluation will be carried out by or a group of independent consultant. It will cover the 6 districts of Plan Nepal working areas. The activities will be selected

randomly by the consultant. Plan, CCWB and DCWB staff will help coordinate and support the consultant. The evaluation shall cover the project implementation period of September 2005 to December 2007, which is two and a half year period of project implementation. The study should review the major project components described in the project activities.

Methodology

The evaluation has to be undertaken adopting quantitative and qualitative methods of information and data analysis. In course of the study, the team will have to use participatory methods as far as possible.

The evaluation should cover the following areas. However, the consultants may not limit to these, if they feel that additional information are needed. The innovative ideas from consultants regarding the methodologies of the study will be positively assessed.

- Develop evaluation guidelines/checklists and sampling techniques.
- Review of project documents- proposal, quarterly and annual reports, evaluation reports and survey reports, IEC material produced by the projects, Country Program Outline and the Country Strategic Plan of Plan Nepal, baseline data and other relevant documents.
- Meet and discuss with the concerned Plan staff - CD, PSM, Gender and Child Rights Coordinator, Grant Coordinator, PU Managers and field staff.
- Meet and discuss with concerned partner/CCWB staff at central and field level and with project participants, girls/boys, parents/families from disadvantaged, dalits and other community people.
- Focus group discussion with children, teachers, community people.
- Key informant interviews with children, parents, teachers, VDC personnel, CCWB and DCWB staff and DDC staff.
- Representative case studies

Sample size

The sample size, location and tools shall be finalized upon discussion with Plan. The respondents for the individual interview will be randomly selected from the list of the stakeholders. All 6 of Plan working districts should be covered for the final project evaluation.

Study team

Study team will consist of competent and experienced consultant(s), representative from Social Welfare Council and if possible representatives from Plan and partners. A gender balanced study team is recommended in case a group of consultants or firm is submitting for the evaluation. The consultants will be responsible for overall coordination and management of the assessment. They are responsible in developing tools, methodology, carrying out assessment, compile and analyze reports and submit a quality assessment report to Plan Nepal. Plan Nepal will provide its technical inputs on the methodology, tools, samples and may monitor the assessment process in the ground

6. EXPERTISE REQUIRED

The study team or the consultant should fulfill following conditions:

- Extensive experience and knowledge in programs particularly on the implementation of ROC.
- Good knowledge and familiarity on Rights of Children and in the intervention and approaches being used at national and international level.
- Should be well acquainted with community based participatory planning as well as government planning system.
- Experience and expertise in carrying out evaluation studies of the development projects.
- Capability to bring out children and gender issues and perspective in the study and gender balance must be maintained in the study team.

7. TIME FRAME

Total time frame: 26 days (Actual working days)

Start of Assignment

Briefing on the project and review of the project documents -1 day

Prepare checklists; meet Plan and concerned partner staff and other key organizations - 2 days

Field study - 15 days

Draft report writing and finalizing the report- 7 days

Presentation of the report- 1 day

8. REPORTING (Expected Outputs)

- Inception report/plan with detail time frame, methodology, tools
- Draft report
- A final report covering properly all the specified objective of the study. (Hard copy and e-copy)

A Brief Proposal

Interested consultants should submit a brief proposal within the specified date to Plan Nepal. The proposal should include:

- Methodology to be used in the study
- Schedule of activities
- Detail budget for the study including tax
- CVs of all involved team members
- Specific roles and responsibilities of consultants.

Notes
<ul style="list-style-type: none">• Consultants proposed from two or more parties will disqualify for competition.• As per Plan Nepal's personnel policy, if proposed consultants' close relatives (family members, extended family members and relative by marriage) are already employed in Plan Nepal, cannot be considered for competition.

- Only selected team will be contacted through the quickest means of communication and rest will be informed through e-mail.
- The selection will be finalized within two weeks from the deadline of proposal submission.
- Any communication regarding selection shall not be entertained.

APPENDIX II: Guidelines for Discussion

A. ABOUT PROGRAMME MODALITY	Target Respondents	Further Instructions
<p>1. What is the programme modality of Strengthening CCWB & DCWB (2005-2007)?</p> <ul style="list-style-type: none"> • Institutional Arrangements (Central, District and Community Level) • Functional Linkages Among Institutions (Sketch horizontal and vertical linkages) • Programme components and Activities implemented (Central, District, Community Level) • Strategies adopted to achieve the project objectives at each level (Central, District & Community Level) • Beneficiaries (Central, District & Community Level) 	<p>Central: CCWB, Plan Nepal, District: Plan PU, DCWB</p>	<p><i>Collect baseline information, reports, if any</i></p>
<p>2. What are the objectives, vision, mission and responsibilities of your organization in relation to promoting child rights? <i>Central Level (CCWB, Plan Nepal)</i> <i>District level (DCWB, PU, DCPC, DDC)</i> <i>VDC level (VDC, VCPC)</i> <i>Community Level (Child Clubs, teachers, social workers)</i></p> <p>3. What activities your (above) organization carried out?</p> <p>4. For key informant not representing any organization,</p> <ul style="list-style-type: none"> • What are your responsibilities in relation to the project objectives? • What specific activities you carried out? 	<p>Central: CCWB, Plan Nepal, District: Plan PU, DCWB</p>	<p><i>Collect Brochure, TOR & activity schedule of each organization as well as performance data, reports, and other documents</i></p>
<p>5. What are the inputs provided from different sides as support to the project?</p> <p>Central Level (Government/CCWB, Plan Nepal, Identify others); District Level (DDC, Plan Nepal/PU, Identify others) VDC Level (VDC, Local Contributions, Identify others)</p>		<p>Collect info. on exact amount of:</p> <ol style="list-style-type: none"> a. <i>monthly expenses</i> b. <i>enlist the physical supports (# of computers, furniture, etc.)</i> c. <i># of manpower involved</i> d. <i>Other contributions</i>
<p>6. Timeframe (beginning & end) – Central, District &</p>	<p>CCWB,</p>	

<p>Community Level)</p> <p>7. Describe activities that were envisioned in the DIP or Plan of Action but implemented in delay (delayed activities), and reasons for this</p> <p>8. Describe activities that could not be implemented at all (failure to implement), and reasons for this</p>	<p><i>Plan Nepal, Plan PU, DCWB</i></p>	<p><i>Enlist the activities and discuss reasons in depth</i></p>
<p><i>B. ABOUT EFFECTIVENESS OF THE PROGRAMME PROCESS</i></p>		
<p>Programme Planning Processes (<i>Central, District, Community Level</i>)</p> <ul style="list-style-type: none"> • regularity in meeting, if not why? • budget/cost control mechanism, lapses • task management, lapses • resources allocation, lapses • manpower hiring, lapses • quality assurance processes, lapses <p>Communication/teamwork processes</p> <ul style="list-style-type: none"> • training of and support for team members, lapses • effectiveness/efficiency of meetings, and other communication channels used (such as reports), lapses • functioning and commitment of the team, lapses • Line of Command and its promptness, lapses <p>Monitoring and Control Processes</p> <ul style="list-style-type: none"> • monitoring/reporting processes, lapses • decision-making processes (e.g. in terms of ability to make timely adjustments to the project) and their effectiveness, lapses • management/authority structures, lapses • risk management, lapses 	<p>CCWB, Plan Nepal, Plan PU, DCWB, DCPC, VCPC, Child Clubs</p>	<p>(Find out whether Rules and Regulations are made for each, and collect all such documents)</p>
<p><i>B.1 About effectiveness of the progress in line with the intention of the project objectives</i></p>		
<ul style="list-style-type: none"> • What are the objectives of the activity in A.2 (<i>mention activity name</i>)? • Did any change occur? What types of changes have you seen in target groups (but in case of community it is the changes in society) with the implementation of this activity (<i>at all levels - central, district & community level</i>)? • How these changes helped to meet the objectives of promoting child rights? • Identify which activities you think were unrelated (out of track activities) or less important in relation to the project objectives and why? 	<p><i>CCWB, Plan Nepal, Plan PU, DCWB, Child Clubs, teachers, social workers</i></p>	<p><i>Collect documents describing objectives of the activity like training manuals, reports, programme planning documents, project proposals, evaluation/monitoring reports, etc.</i></p>

<p><i>B.2 Effectiveness in Programme Reaching the Major Stakeholders</i></p> <ul style="list-style-type: none"> • Was the child development a policy agenda of your organization before this project? If not, why? • If yes, what were the major child development activities carried out before this project (<i>ask about integrated programme also</i>)? Was the right perspective followed? What was the budgetary provision (in %). • How far this project helped your organization to understand/realize right perspectives for child development? What did you learn? • Did this project help make CHILD RIGHTS/CHILD DEVELOPMENT as an agenda of your organization? If yes, HOW? • What types of child rights/child development programmes were carried out/are being carried out by your organization after this project (<i>ask about integrated programme also</i>)? What is the budgetary provision (in %)? Is child right perspective followed? • What did you learn from changes brought by the programmes and what are the best part of the programme. 	<p><i>DDC, VDC, District Court, Others identified locally</i></p>	<p><i>Collect all policy, programme, and budget documents of the organization you visit. Also collect activity schedules, plan of action as well as project completion reports (for Sept 2005 onwards)</i></p>
<p><i>D. Performance of the Activities Against the Project Objectives</i></p>		
<ul style="list-style-type: none"> • How much work envisioned in the DIP has been accomplished? (<i>Determine are all targets met or not?</i>) Identify the activity for which target has not been met and discuss why targets have not been met? Also discuss constraints about it? • Are you satisfied with the performance of the project? If not, why? • What did you learn from the implementation of the programme activities and what are the best practices out of these? 	<p><i>CCWB, Plan Nepal, DCWB, Plan PU</i></p>	<p><i>Collect monitoring/ evaluation reports, progress reports, etc.</i></p>
<p><i>E. Relevance of the Project and Its Modality</i></p>		
<ul style="list-style-type: none"> • Why this project is essential for Centre/this district/this community? If yes, why? (<i>Probe: How intended results help to fulfill provisions in UNCRC and Children’s Act 2048</i>)? • Do you think that this project has been introduced 		<p><i>Collect all the relevant document</i></p>

<p>timely in Nepal/this district/this community? If yes, Why? If no, Why?</p> <ul style="list-style-type: none"> • How is the nature and size of the target group at the Centre/district/community level? • Are all the members of the target group benefited from (exposed to) the project performance (center, district, community level)? If not, how much has been covered up (in %)? Why the project failed to cover up all the members of the target group (unmet need)? • How adequately (sufficiently) this project has communicated the issues of child rights (at Central, District and Community Level) raised by the UNCRC & Children’s Act 2048 to the different level of target group? (<i>hints: issues are child survival, protection, development and participation</i>). If not sufficient, WHY? • How adequate (sufficient) has been the results/output of the project to cure the problems of weak institutional capability and child rights at Center/District/Community Level? <p><i>(Prepare case study of best practices at community level)</i></p> <ul style="list-style-type: none"> • What is the quality of the delivered services under this project (physical resources, HR, training, counseling, etc.) at the center/district/community level? If not satisfactory, why? • Is the institutional modality appropriate (adequate) to meet the project objectives? If not, suggest alternative modality? • Are the programme strategies (A.1 above) appropriate (adequate) to meet the project objectives? • If not, suggest need of changes in strategies (only the ways/ processes adopted to implement the project) for more effective implementation of UNCRC and Children’s Act 2048 at Central/district/community level? 	<p>CCWB, Plan Nepal, Plan PU, DCWB DCPC</p>	
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F. Efficiency		
<ul style="list-style-type: none"> • Do you feel necessity to change the institutional modality to produce same results at less money and time? If yes, please suggest alternative institutional modality. • Do you feel necessity to change the methods of programme planning to produce same results at less money and time? If yes, please suggest alternative planning processes? • Do you feel necessity to change HR planning to produce same results at less money? If yes, please suggest alternative HR planning (<i>hints: employing less skilled personnels, reducing # of employees can work well to produce same results at less money</i>)? • Do you feel necessity to change project output delivery system to make more accessible and affordable to the public (involving less time and money for the public)? If yes, how? • What other changes you feel is necessary to produce same results at less money? • Discuss about decision making processes in financial matters and control mechanism for proper use of resources • How is the local resource mobilization in favour of the project (amount in Rupees)? How is its mechanism and effectiveness? • Besides Plan Nepal, who other else are supporting CCWB & DCWB? ??????..... 	<p>CCWB, Plan Nepal, Plan PU, DCWB, DCPC, VCPC, Child Clubs Teachers, Social workers</p>	<p>Collect audit reports, evaluation reports, etc.</p>
G. EFFECTS AND IMPACT		
<p><i>On Institutional Capacity</i></p> <ul style="list-style-type: none"> • How is your institutional capacity (physical, HR & financial) before and after the project? • If better (strengthened) after project, how? • Which was the best part? why? (<i>develop case history showing why and its contribution to the project objectives</i>) • Which was the least effective part? why? • How it affected the project output? 	<p>CCWB, DCWB, DCPC, VCPC Child Clubs</p>	

<p><i>On Children and Community</i></p> <ul style="list-style-type: none"> • What changes the project brought in you (belief, attitude & practice)? • What changes the project brought in your organization (<i>ask to teachers, line agencies/child devt organizations/ children’s organizations/ civil societies</i>) (belief, attitude & practice)? • What changes the project brought in children (of CFVDC) – survival, protection, development & participation in planning processes (belief, attitude & practice)? • What changes the project brought in community people (belief, attitude & practice)? • Are you satisfied with the results of/changes brought out by the project (central/ district/community level)? If not, why? • What are the most successful part of the programme and what did you learnt from it? - <i>Prepare a Case Study</i> • What are the least successful part of the programme and what did you learnt from it? 	<p>CCWB DCWB DCPC VCPC</p> <p>Children (FGD) Community people (FGD)</p>	<p>Collect Monitoring, Impact Evaluation reports if any.</p>
<p>H. Sustainability</p>		
<ul style="list-style-type: none"> • Do you and your organization feel essential to continue this programme in future? • Are you presently in a condition to continue this programme effectively without support from Plan Nepal? • If no, in what conditions (central/district/community level) continuation of the programme can be ensured even after Plan Nepal Phases out its support? • Is something being done towards this end? What is being done (<i>ask to all partners, networks, district courts, govt bodies, children and their organizations, community people</i>)? • Are you satisfied with the progress? If no, Why? 	<p>CCWB DCWB Plan PU DCPC VCPC DDC District court Child clubs Others</p>	
<p>I. Gender Equity and Social Inclusion</p>		
<ul style="list-style-type: none"> • Is gender equity an agenda of your organization? If not, why? 		

<ul style="list-style-type: none"> • Is social inclusion agenda of your organization? If not, why? • What attempt has been made for proper representation of poor, women, <i>dalits</i>, <i>janajatis</i>, disables, and backward geographical locations in your organization? • What attempt has been made for proper participation of poor, women, <i>dalits</i>, <i>janajatis</i>, disables, and backward geographical locations: <ul style="list-style-type: none"> 1) in decision making 2) programme planning and execution? <i>(Determine the organizational structure and staffing in terms of class, caste, ethnicity, gender, disabilities, and geographical locations.</i> • If representation is not proper, ask the reasons for this) • How girls and the children from socially excluded communities benefit from the project? Is there any special focus on these groups in order to reduce gender inequalities & social exclusion? If not, why? 	CCWB Plan Nepal DCWB Plan PU DCPC VCPC Child clubs Others	Collect organizational representation of poor, women, dalit, janajatis, disables, and backward locations)

APPENDIX III: Logical Framework showing Objectives of the Study, Objectively Verifiable Indicators, Means of Verification (MOV) and Objectively Derived Outputs

Objectives of the Evaluation	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOV)	Objectively Derived Outputs
Programme modality of Strengthening CCWB/DCWBs (2005-2007)	Institutional arrangement and their functional linkages	Review of programme documents (reports, TORs and Agreement papers) KII at CCWB, Plan Nepal, DCWBs	CCWB central level governing body, DCWBs as district chapter of CCWB to coordinate, facilitate and implement the programme at district and community level.
	Programme components and activities		Institutional capacity building of CCWB and DCWBs (human resource, equipments and logistic supports), programme supports (documentation, data collection, publication; referral and support to cases; legal and policy advocacy; promotion of child participation; monitoring of UNCRC indicators; CFVDC initiatives and so on). Programmes implemented at central, district and community levels.
	Strategies adopted to achieve project objective and beneficiaries		Collaborative and participatory approach
Effectiveness of the Programme	Process and progress of the project	Review of programme documents (reports, TORs and Agreement papers) KII at CCWB, Plan Nepal, DCWBs	CCWB and CDWBs strengthened and activated; resource allocation system in place; fund management and financial control mechanism in place but lacking rigorousness in proper documentation, delay in fund release; hiring of HR as per govt. rules and regulations is effective to harmonize with govt. system but task specification of HR not explicit; monitoring and feedback system not adequate; governance and organizational process used to be disturbed during conflict period.
	Programme reaching at major stakeholders’,		Advocacies to sensitize child right issues and policies carried out at all levels; increased awareness among major stakeholders about child right issues and policies; policy shifting at district and village level not visualized
	Performance of the activities against project objectives		The activities accomplished satisfactorily are: institutional strengthening; publications; formation of child rights protection mechanisms; enlisting of child clubs and DCCN formation; CFVDC Action Plan; UNCRC indicators monitoring; legal advocacy at central level, promotion of child participation

Relevance of the Programme	Programme's ability to protect child rights in Nepal, Relevance of the project and its modality in changing context	Review of programme documents (reports, TORs and Agreement papers) KIIs at CCWB, Plan Nepal, DCWBs	Institutional strengthening component highly relevant to address the weak institutional framework of CCWB and DCWBs; programme components are relevant to address the problems of Nepali children and promote their rights; objectives of the programme are consistent with the goals of national and international instruments on child rights and social development.
	Relevancy of the activities to achieve the objectives	FGDs	Collaborative and participatory approach (modality) adopted are highly relevant to cope the difficult situation of conflict
Efficiency of the project	Strengths and weaknesses of the project activities Problem and constraints faced	Review of programme documents (reports, TORs and Agreement papers) KIIs at CCWB, Plan Nepal, DCWBs	CCWB and DCWBs strengthened, activated and established as credible institutions; able to run project activities smoothly and accomplished project activities in time though implementation began lately; with enhanced capability of CCWB and DCWBs, institutional processes became more effective; coherence with government system; pro gender and inclusive nature of the programme. Conflict, political instability, frequent change of CCWB and DCWB authorities, discontinuation of job by project staff, delay in fund disbursement, weak monitoring and feedback system, incomplete documentation, some activities specified in DIP not completed, effective functioning of child protection mechanism not ensured; lacking rigorousness in project management/procedures.
	- Use of resources and cost effectiveness - Resources mobilization and cooperation of local organizations - Efficiency of partners to enhance capacity of district chapters	FGDs	Coherence with govt. system, small staffing; community participation and volunteerism, and collaborative mechanisms ensure cost effectiveness through resource sharing approach (use of physical infrastructure, human resource, logistics, and knowledge sharing), no evidences of misuse of resources
Effects and impact of the project	Effects/impacts at levels of right holders and duty bearers	Review of programme documents (reports, TORs and Agreement papers)	Increased awareness, and participation of children (more effective at programme level) and community people; increased child participation in child club activities; children initiated to work for the social reformation (stop child marriage, enhance coverage of immunization and school enrollment); encouraged child schooling of girls and backward

		KIIs at CCWB, Plan Nepal, DCWBs	communities through scholarship schemes; protection of children at difficult circumstances through referral and case supports.
	Effects/impacts in government planning	FGDs	Created supportive environment in line agencies, development partners and partner organizations to work on child friendly initiatives through policy, programme and behavioral change
	Implementation of CRC by other government programs		<ul style="list-style-type: none"> National Planning Commission addressed contention of New Children Act (draft) in its interim plan document, line ministry started to be more responsive to allocate financial and human resources, DDCs became aware of child development and child rights issues but child right policies not integrated in annual plan, VDCs started to allocate its annual budgets to child development. With the help of DCWBs, CCWB collects data on UNCRC monitoring on annual basis
	Change in the community in Child Friendly VDCs		CFVDC community learned about child rights and development, aware of the CFVDC initiatives, are with expectation of a programme of child development and communities wellbeing.
Sustainability of the project	Measurable/verifiable indications of the project's sustainability	<ul style="list-style-type: none"> Review of programme documents (reports, TORs and Agreement papers) KIIs at CCWB, Plan Nepal, DCWBs FGDs 	Wider community participation in planning and Action Plan preparation of CFVDC initiatives augmented ownerships of communities.
	<ul style="list-style-type: none"> Functioning of partner, networks, and government bodies for sustaining programme activities Institutional capacity of partner and government bodies. 		<ul style="list-style-type: none"> CPO within WDO and WDO as DCWB secretariat as well as enhanced institutional linkages and collaboration are indications of sustainability, but financial constraints, somehow weak sociopolitical commitments, bureaucratic nature of DCWB top authority are major threats to sustainability. CCWB gained multiple partners and project handling capacity, enhanced multicultural linkages with line ministries and development partners with wider recognitions and credibility leading to sustainability.
Gender equity and social inclusion	Extent of gender aspect dealt by the program in terms of class, caste, ethnicity, disability in the program and organizational level	<ul style="list-style-type: none"> Review of programme documents (reports, TORs and Agreement papers) 	Programme is designed with philosophy to attain gender equity and social inclusion of deprived/marginalized communities (caste/ethnicity and geographic) in both programme and organizational levels
	Strategies adopted to reduce	KIIs at CCWB, Plan	Gender parity (positive discrimination to some extent) in human resource

	the gender inequities and social exclusion	Nepal, DCWBs FGDs	hiring is maintained, attempt is made for the representation of female, Dalits, Janajatis, Madhesis and Muslims in CCWB, DCWBs, DCPCs and VCPCs but existing provisions of boards/committees formation found giving overweight to non-excluded groups and males in the organizational level.
	Progress in achieving gender parity and social inclusion at participation, decision making, well being (outcome).		WDO as Secretary of DCWB and Coordinator of DCPC, representation of at least sizable number of female and excluded communities in organizational level, wider participation of community (almost 50% female) in CFVDC initiatives planning and action programmes, maintenance of encouraging representation of gender and excluded community's at ward level CFVDC Action Plan preparation and implementation committees seen as positive moves towards gender equity and social inclusion.

APPENDIX IV: Name List of Key Informant Interview and Focus Group Discussions

1. Kanchanpur: District Level

S.N	Name	Position	Affiliation
1.	Mr. Madhab Pd. Ojha	Chief District Officer (CDO)	Dist. Admin. Office
2.	Mr. Balaram Sharma Poudel	Chief, District Police Office	District Police Office
3.	Ms. Bishwo Mani Joshi	Women Dev. Officer,	Women Development Office
4.	Mr. Bhuwan Raj Chataut	Child Protection Officer	DCWB
5.	Mr. Suresh BK	Chair DCCN	DCWB Member
6.	Ms. Sanju Bhandari	Secretary DCCN	DCCN Kanchanpur
7.	Mr. Binod Jairu	DCWB Member, Act. Director NNSWA Kanchanpur	NNSWA
8.	Ms. Poonam Chand	DCWB Member	Lawyer + Women's right worker
9.	Ms. Bharati Chaudhary	DCWB Invited member	Chair, Tharu Mahila Manch, Kanchanpur
10.	Mr. Rajendra KC,	Prog. Director	Tharu Mahila Manch, Kanchanpur
11.	Ms. Astha Subedi	Prog. Officer, Child Protection	Tharu Mahila Manch, Kanchanpur
<i>CFVDC Level Key Informants</i>			
11.	Mr. Keshab Pd. Baral	Coordinator, VCPC Dodhara	Chair Community Development Nepal, Dodhara
12.	Mr. Sher Bahadur Budha	VDC Secretary	VDC Office Dodhara
13.	Mr. Ram Singh Bhandari	Headmaster,	Kamalasha Primary School, Dodhara-3
14.	Mr. Mohan Sunar	Chair, School MGMT. committee	Omkar Primary School, Dodhara-9
15.	Mr. Bhakta Bdr. Khandka	Coordinator 15 VCCN	VCCN Dodhara

Children Participated District and Village level FGDs in Kanchanpur District

S.N.	Children from DCCN	S.N	Children from CFVDC Communities
1.	Mr. Suresh BK	1.	Mr. Bhakta Bahadur Khandka
2.	Ms. Sanju Bhandari	2.	Ms. Himani Sunar
3.	Mr. Padmaraj Bhandari	3.	Mr. Bikash Paudyal
4.	Ms. Sujata Nepali	4.	Ms. Mamata Gurung
5.	Ms. Rajkumari Chaudhary	5.	Mr. Bhim Bdr. Sunar
6.	Ms. Bhawana Sharma	6.	Ms. Min Kumari Thapa
7.	Ms. Manju Bist	7.	Ms. Bhabisara Kumari Sapkota
		8.	Ms. Rewati Kumari Shrestha
		9.	Mr. Poonam Kumar Jairu
		10.	Mr. Sunil Sunar

		11.	Mr. Sunil Silwal
		12.	Mr. Raju Gurung
		13.	Mr. Karan Nepali
		14.	Mr. Hikmat Basnet

2. Key Informants in Banke District

S.N	Name	Position	Affiliation
1.	Mr. Narendra Raj Sharma	Chief District Officer (CDO)	Dist. Admin. Office
2.	Mr. Narahari Baral	Local Development Officer (LDO)	DDC Banke
3.	Mr. Chundamani Poudel	District Education Officer (DEO)	District Education Office
4.	Ms. Sobha Saha	Women Development Officer	District Women Dev. Office
5.	Ms. Sunita Saha	Child Protection Officer	DCWB
6.	Mr. Prem Pant Ms. Neeta Gurung	Plan Programme Officers	Plan Programme Unit (PU), Banke
7.	Mr. Chabilal Tamang (Rajan)	President, Sahayatra (former DCCN Coordinator)	DCWB Member
8.	Mr. Asis Barma	Coordinator, DCCN Banke	DCCN Banke and DCWB
9.	Mr. Purnachandra Upadhya	President, AFHA, DCWB Member,	AFHA, DCWB

CFVDC Level Key Informants

10.	Mr. Mohamood Akhtar Ansari,	Headmaster	Gyansagar Secondary School, Paraspur
11.	Mr. Jaya Ram Barma	VCPC Coordinator	VCPC Paraspur
12.	Mr. Ramjan Ali	Chair, School MGMT	Gyansagar Secondary School, Paraspur,
13.	Mr. Ram Singh Soni	Secretary	VCPC, Paraspur
14.	Mr. Krishna Murari Singh	Focal Teacher	Teacher, Gyansagar Secondary School, Paraspur, VCPC Member
15.	Mr. Ram Suhawan Sonkar	Joint Sec. VCPC, HR Activist	VCPC Paraspur,
16.	Mr. Naresh Kumar Barma	Member VCPC	VCPC Paraspur
17.	Mr. Mahendra Wagle	School Teacher	Gyansagar Secondary School, Paraspur,

Children attended in Focus Group Discussion, Paraspur VDC

1. Mr. Anis Idrishi
2. Ms. Ankita Singh
3. Ms. Saking Bahina
4. Mr. Jogender Sonkar
5. Mr. Sirajuddin Idrishi
6. Mr. Munsarif Adrishi
7. Mr. Ramsingh Soni

3. Key Informants in Morang District

S.N	Name	Position	Affiliation
1.	Mr. Madhav P. Regmi	Chief District Officer (CDO)	Dist. Admin. Office
2.	Ms. Durga Baral	Women Development Officer	District Women Dev. Office
3.	Ms Kopila Dahal	Child Protection Officer (CPO)	DCWB
4.	Mr. Ganesh Dahal	Monitoring and Evaluation Section	DDC
5.	Mr. Saroj Gautam	Planning Section	DDC
6.	Mr. Rai	Programme Manager	Plan PU
7.	Ms Indira Phuyal	Gender and Child Coordinator	Plan PU
8.	Mr. Salik Ram Phuyal	Member	DCWB
9.	Ms Rama Bogati	Development Coordinator	Plan PU
10.	Ms Chameli Gurung	Programmer Manager	CWIN
11.	Ms Saru KC	Programme Manager	Seto Gurans

<i>CFVDC Level Key Informants</i>			
12.	Mr. Raj Kumar Biswas	VCPC Coordinator	VCPC Teteria
13.	Mr. Deepak Kumar Chaudhary	VCPC Secretary	VCPC Teteria
14.	Mr. Lila Ram Banstola	VDC Secretary	VDC Office, Teteria
15.	Mr. Manoj Kumar Mahato	SHP Incharge	SHP Teteria
16.	Ms. Sabitri Biswas	SELERD Rep.	SELERD Nepal

Children attended in Focus Group Discussion (FGD), Teteria, Morang (Child Club)

1. Mr. Satya Narayan Rishidev
2. Mr. Laxmi Prasad Mandal
3. Mr. Chandra Dev Chaudhary
4. Mr. Sujit Kumar Bishwash
5. Ms. Kalmana Kumari Khan
6. Ms. Rohini Kumari Khan
7. Ms. Sapani Kumari Biswash
8. Ms. Rita Kumari Biswash
9. Ms. Sangita Kumari Biswash
10. Mr. Ranjit Kumar Nayak

Community People in Focus Group Discussion, Teteria Morang

1. Mr. Krishna Kumar Biswash
2. Mr. Satyanarayan Chaudhary
3. Mr. Shrawan Kumar Hariyabag
4. Mr. Dil Bahadur BK
5. Mr. Ripu Charan Chaudhary

6. Mr. Akalu Khawash
7. Mr. Sonalal Chaudhary
8. Mr. Rabi Mandal
9. Mr. Pashupati Bhagat
10. Ms. Siskala Devi Chaudhary
11. Ms. Gunawati Dhama
12. Mr. Rajendra Kumar Majhi
13. Mr. Thakur Khatri

4. Key Informants in Makawanpur

S.N	Name	Position	Affiliation
1.	Mr. Cholendra Pandit	District Education Officer	District Education Office
2.	Ms Santa Poudel	Asst. Women Development Officer	WDO
3.	Dr. CK Sen	Plan PU Manager	Plan PU
4.	Ms Chanda Pradhan	Plan PU	Plan PU
5.	Ms Sangita Poudel	CPO	DCWB
6.	Mr. Surya Chandra Neupane	DCWB Member	Red Cross
7.	Ms Lalita Shrestha	Advocate	Women Law Service
8.	Mr. Jaya K. Thakur	DPHO officer	DPHO

<i>CFVDC Level Key Informants</i>			
9.	Mr Basanta Sitaula	Secretary	VDC, Phakhel
10.	Mr Juju Bhai Maharjan	Coordinator	Plan PU
11.	Mr. Hari Adhikari	VCPC Member	VCPC
12.	Mr. Tika Adhikari	VCPC Member	VCPC

Children attended in Focus Group Discussion (FGD), Fhakhel, Makawanpur (Child Club)

1. Mr. Saroj Balami
2. Mr. Subas Rumba
3. Mr. Deepak Lama
4. Mr. Mila Lama
5. Ms Mabina Karki
6. Ms Anjana Rumba
7. Ms Srijana Nagarkoti
8. Mr Ujawal Basnet
9. Mr Ramita Karki
10. Ms Susmita Karki
11. Ms Sunita Karki

Community People in FGD Participation, Phakhel, Makawanpur

1. Ms Bimala Lama

2. Ms Santa Lama
3. Ms Saraswoti Lama
4. Ms Mithu Balami
5. Ms Goma Karaki
6. Mr Bir B. Lama
7. Mr Hari Adhikari
8. Mr Tika Adhikari

5. Key Informant Interview in Kathmandu

1. Mr Dharma Raj Shrestha, ED, CCWB
2. Mr Raghu Nath Adikari, CCWB
3. Ms Madhuwanti Tuladhar, Plan Nepal
4. Mr Hem Poudel, Plan Nepal
5. Mr Shusil Joshi, Plan Nepal
6. Mr Shiva Poudel, Former Programme Coordinator, CCWB
7. Account Section, CCWB
8. Account Section, Plan Nepal