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Version 1**



**UDF-NEP-08-259 - Enhancing Dialogue for Inclusive Constitution**

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The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report.

**Authors**

This report was written by Dieter Wagner and Prasen Jit Khati. Mr. Landis MacKellar provided editorial and methodological advice and quality assurance with the support of Ms. Aurélie Ferreira, Evaluation Manager at Transtec. Mr. Eric Tourres was Project Director at Transtec.

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## I. EXECUTIVE SUMMARY

### *(i) Background*

The project ran from 1 October 2009 – 29 February 2012, with a total grant of USD 300,000 (out of which UNDEF retained USD 25,000 for monitoring and evaluation).

The project was designed by the National Coalition Against Racial Discrimination (NCARD). It was implemented in partnership with 12 of NCARD's alliance members in 24 districts of Nepal. NCARD aimed to improve the situation of Nepal's historically marginalized Dalit, Muslim and Adivasi / Janajati (indigenous) groups (including women) by progressively enabling them to participate in the formulation of a new constitution. Project activities were planned to be undertaken in sequence with the schedule of the country's Constituent Assembly (CA), which was entrusted with the development of a new constitution for Nepal. As defined in the Project Document UDF-NEP-08-259 in July 2009, the project's objective was to develop coalitions among the country's marginalized groups in order to increase receptiveness of political parties for their issues with a view to continuous improvement and consideration in the new constitution. NCARD therefore aimed to:

- Enhance dialogue, negotiation and networking among marginalized groups to assert their particular issues of concern linked to the planned restructuring of the state of Nepal;
- Organize the marginalized groups' perspectives vis-a-vis the new constitution and present/disseminate them among political parties, the CA, civil society and experts;
- Improve the levels of information available about constitutional arrangements related to federalism and create a strong advocacy tool for an alternative draft constitution.

### *(ii) Assessment of the project*

Project design and objectives were **relevant**. Measures adequately addressed issues pertaining to the constitution's drafting process, as confirmed by the grantee's initial contextual analysis. The project involved grass-roots representatives of women, Dalits, Muslims and other marginalized groups to help them to collectively articulate their expectations from the future constitution of Nepal. At the same time, NCARD made a deliberate effort to supply marginalized group representatives and those involved in the drafting of the constitution with improved variety and quality of information about issues related to constitutional processes and examples of federalist practice in other countries.

Despite political instability and significant quantitative shortcomings under one project component the project was **effective**. It contributed to the establishment of a joint and representative position of marginalized groups regarding their principal constitutional concerns, e.g. identity, language, education, territory, autonomy, minority rights and representation at different levels of governance. There is also evidence that the project ensured availability of relevant information to an extent that evaluators assume was sufficient to effectively generate an informed perspective among marginalized groups' representatives and political stakeholders involved in advocacy and/or the CA's decision making process

Expenditure for workshops, consultations and advocacy absorbed 46% of the project's budget. Displaying a very low average unit costs of USD 12 per beneficiary provides evidence of highly **efficient** project conduct.

In the absence of results-oriented monitoring documentation that demonstrates project progress in relation to the grantee's contextual analysis (= baseline) or of data assessing the likely impact prospects generated by the project, evaluators gathered testimonials of beneficiaries documenting the project's **impact**. Examples witnessed at grass-roots level demonstrate that beneficiaries used their knowledge, both to build relationships and to deepen interaction with stakeholders, thus directly affecting the general public and political debate, as well as the constitutional drafting process in the thematic committees of the CA.

Although the CA dissolved without completing its mission, the above conclusions and the extent to which the alternative constitution, the project's central output, has contributed to preliminary constitutional drafts of the CA's thematic committees demonstrate the project's impact. However, the grantee seemed to have missed the opportunity to convince the project's former beneficiaries of the importance of continued dialogue, negotiation and networking for the purpose of **sustainability**. Given the CA's failure and taking into account the project's long-term objective to establish a mutually shared and jointly understood vision of Nepal's future form of governance, the project's former beneficiaries could have played a lasting key role in further disseminating relevant knowledge and information, in particular at the grass-roots level.

### ***(iii) Conclusions***

- Weaknesses in the grantee's approach to progress monitoring limited the evaluators' analysis of impact to a review of anecdotes. ***Based on our observations related to effectiveness and impact*** the project's beneficiaries took initiative to engage in dialogue, negotiation and networking, in order to jointly determine their expectations from the planned restructuring of the state of Nepal. Having mobilized grass-roots level participation to ensure ***the integration of the concerns of marginalized groups in the country's preparation for a new constitution has launched a process that evaluators consider irreversible.***

- However, the grantee focused on the empowerment of marginalized groups and excluded the country's dominating political parties from participation in most of the stages of the actual drafting process of the project's alternative constitution. ***Taking into account our comments on the project's impact and sustainability,*** we believe that this weakened the chances of the project to establish a lasting effect on the country's struggle to finalize its future constitution. With the CA having failed to complete its task, ***NCARD may now miss the critical mass of former CA members necessary to play the role of allies in Nepal's future strive for a constitution that is truly inclusive.***

### ***(iv) Recommendations***

- As we found no evidence of a progress monitoring that clearly relates

to the grantee's initial contextual analysis, we believe that it is essential and therefore **recommend to the grantee that more interviews are conducted with beneficiaries and stakeholders** who were involved in the project activities. Covering project achievements systematically will **improve NCARD's current impact assessment in quantitative and qualitative terms** and thus enhance the organization's strategic objectives. **To UNDEF we recommend to assign increasing importance to the integration of survey and monitoring mechanisms** into project proposals.

▪ **In line with our comments on impact and sustainability** and to further improve the chances of a lasting effect on the country's struggle to finalize its future constitution, **we therefore recommend to NCARD to consider to expand its future approach to those parties leading Nepal's political discourse.**

## II. INTRODUCTION AND DEVELOPMENT CONTEXT

### *i. The project and evaluation objectives*

This report contains the evaluation of the project entitled “Enhancing Dialogue for Inclusive Constitution”. The project ran from 1 October 2009 – 29 February 2012 (including a 5 month no-cost extension), with a total grant of USD 300,000 (out of which UNDEF retained USD 25,000 for monitoring and evaluation).

The project was designed by the National Coalition Against Racial Discrimination (NCARD). It was implemented in 24 districts, in partnership with 12 of NCARD's alliance members, among them Newa Dey Daboo, the Athar Magarat Magar Academy and the Dalit Welfare Society. NCARD aimed to improve the situation of Nepal's historically marginalized Dalit, Muslim and Adivasi / Janajati (indigenous) groups (including women) by progressively enabling them to participate in the formulation of a new constitution. Project activities were planned to be undertaken in alignment with the schedule of the country's Constituent Assembly (CA), which was entrusted with the development of a new constitution for Nepal. As defined in the Project Document UDF-NEP-08-259 in July 2009, the project's objective was to develop coalitions among the country's marginalized groups in order to increase receptiveness of political parties for their issues<sup>1</sup> with a view to continuous improvement and consideration in the new constitution. NCARD therefore aimed to:

- Enhance dialogue, negotiation and networking among marginalized groups to assert their particular issues of concern linked to the planned restructuring of the state of Nepal;

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<sup>1</sup> Nepal's marginalized groups seek, among others, the recognition of their ethnic identity (i.e. the right to celebrate their cultural traditions and to maintain their language), equal access to the country's financial and material resources, representative participation at all levels of governance and the consideration of a federalist form of government that is based on ethnic identity. Source: stakeholder and beneficiary interviews conducted during field visit by evaluators.

- Organize the marginalized groups' perspectives vis-à-vis the new constitution and present/disseminate these views among political parties, the CA, civil society and experts;
- Improve the levels of information available about constitutional arrangements related to federalism and create a strong advocacy tool for an alternative draft constitution.

UNDEF and Transtec have agreed on a framework governing the evaluation process, set out in the Operational Manual. According to the manual, the objective of the evaluation is to “undertake in-depth analysis of UNDEF-funded projects to gain a better understanding of what constitutes a successful project which will in turn help UNDEF devise future project strategies. Evaluations also assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved”<sup>2</sup>.

### ***(ii) Evaluation methodology***

The evaluation was conducted by an international expert, working with a national expert, under the terms of the framework agreement between UNDEF and Transtec. In accordance with the agreed process, the evaluation aimed to answer questions across the Development Assistance Committee (DAC) criteria of *relevance, effectiveness, efficiency, impact, and sustainability*, as well as the additional criterion of *UNDEF value added* (see Annex I).

The evaluation took place from June – September 2012 with the field work in Nepal conducted from 1 to 6 September. The evaluators reviewed available project documentation and contextual / background materials on the constitutional development process in Nepal (Annex 2). Initial and final interviews were held with former project staff at NCARD's office, also involving NCARD's chairperson, its secretary general, a number of its alliance partners and 14 other stakeholders (including project resource persons). Field work focused on group meetings and exchanges with local representatives and members of marginalized communities living in the Kaski district, to confirm the project beneficiaries' experiences and to obtain updates of their most recent activities. These interviews and group meetings were carried out in the city of Pokhara, involving 13 former district-level workshop participants, 30 relevant local activists and the project's district Social Mobilizer, Ms. Chija Gurung (Annex 3).

### ***(iii) Development context***

The history of Nepal's nation building is marked by a variety of challenges, among them social exclusion, which has prevented ethnic minorities (Janajatis and Madhesis<sup>3</sup>), women and Dalits (untouchable by caste) to participate in and contribute to the country's development processes.

Poverty among Dalits and Janajatis living in mountainous areas is higher (estimated at 46% and 44%) compared to the national average of 31%. The life expectancy, literacy and per capita income human development indicators of Dalits, which account for 11.9% (2001) of the country's population, remain far below the average Nepali<sup>4</sup>. Janajatis and Madhesis,

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<sup>2</sup> Operations Manual for the UNDEF-funded project evaluations, p. 3.

<sup>3</sup> *Janajatis* are people with a distinct identity, tradition, language and culture that does not fall into the Hindu based caste system. *Madhesis* are a separate grouping inhabiting the lowland *Terai* or plain area of southern Nepal bordering India.

<sup>4</sup> NESAC 1996: in National Dalit Strategy Report, Action Aid Nepal, Care Nepal and Save the Children, Kathmandu, 2002.

which are estimated to represent 31% (2001) of the population, have been traditionally excluded from decisive roles in politics and government and display also some of the lowest human development indicators, such as for literacy, when compared to the national average<sup>5</sup>.

According to the 2001 population census upper castes constitute 35.4% of Nepal's total economically active population, which at the same time dominate professional/technical (62.2%) legislative/administrative (58.3%) and clerical (53.6%) occupations. Dalits, who constitute 11.9% of the economically active population, achieve only minor shares in these areas (1.6%, 1.3%, and 3.9% respectively). Among those engaged in so-called elementary occupations 36.1% are Janajati, 22.6% Dalit and 19.1% upper caste.

Following 10 years of Maoist insurgency and armed struggle, rooted in the people's dissent with Nepal's long history of subjugation and exclusion, a Comprehensive Peace Agreement concluded in November 2006<sup>6</sup> paved the way for the country to become a Federal Secular Republic. It promised a "New Nepal", where people's aspirations, particularly of the marginalized groups, would be enshrined in a new constitution. These included the sovereignty of the people, multi-party democracy, inclusion of all peoples, communities and regions, gender equity, recognition of cultural diversity, equal rights for all including minorities, social justice and the rule of the law.

A Constituent Assembly (CA), comprising of 601 elected members, was established to decide on the new set of principles for democratic governance of Nepal. The grantee of the present UNDEF-supported project (NCARD) planned to address the concerns of marginalized groups by operating its project activities in sequence with the CA's process of developing the new constitution.

However, the leading political parties were unable to resolve main contentious issues, i.e. the integration of ex-Maoist combatants into the army and the establishment of an identity-based federalist type of state. Initially hailed as the most representative body, the CA failed to deliver a constitution reflecting broad consensus of Nepal's political and social forces on the future of state and society. The CA dissolved without result on 27<sup>th</sup> May 2012, three months after completion of the UNDEF project.

The struggle to draft a constitution both symbolizes and exacerbates the country's ethnic, religious, geographical, caste and class divisions. More than 90 languages are spoken. In a predominately Hindu population, Buddhist and Muslims account for sizable minorities. Lower caste, women and indigenous groups continue to face historical marginalization<sup>7</sup>.

A political culture of mistrust, public allegation and negotiations behind closed doors continues to provoke popular agitation, resulting in frequent strikes and demonstrations. In addition, the reach of government to remote areas is nominal, as the country lacks representative governance at the local level for almost a decade. Hence, not much has changed for the poor and socially excluded, with uncertainty looming large.

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5 National Planning Commission 2003: Population Monograph of Nepal Vol I, Central Bureau of Statistics, National Planning Commission, Kathmandu, 2003.

6 Source: <http://www.insightonconflict.org/conflicts/nepal/>

7 <http://www.nytimes.com/2012/06/06/opinion/nepal-on-the-brink-of-collapse.html>

### III. PROJECT STRATEGY

#### ***(i) Project strategy and approach***

The overall objective of the “Enhancing Dialogue for Inclusive Constitution” project was to improve the situation of Nepal's historically marginalized groups of Adivasi / Janajati, Dalit and Muslim (including women), by progressively enabling them to participate in the formulation of a new constitution. The specific objective, which constituted the project's strategic approach, as defined in the Project Document UDF-NEP-08-259 in July 2009, was to foster the development of coalitions among marginalized groups, in order to increase the political parties' receptiveness to the issues and concerns expressed by Nepal's indigenous / ethnic groups. The following aims were defined to underpin overall and specific objectives:

- (a) Enhance dialogue, negotiation and networking among marginalized groups to assert their particular issues of concern linked to the planned restructuring of the state of Nepal;
- (b) Organize the marginalized groups' perspectives vis-a-vis the new constitution and present/disseminate them among political parties, the CA, civil society and experts;
- (c) Improve the levels of information available about constitutional arrangements related to federalism and create a strong advocacy tool for an alternative draft constitution.

According to NCARD, the elaboration of Nepal's previous constitutions never involved the consultation of its population. At the project's outset, consultations were intended for the first time in order to contribute to the development of the fifth version of the country's constitution. However, their conduct gave rise to concerns among marginalized communities. The project's approach was based on NCARD's overall assessment that the consultative process mainly involved political party representatives and was neither public nor comprehensible, thus depriving the variety of traditionally excluded communities of the possibility to introduce their views.

NCARD was established in 2003 as an “action-oriented, independent non-governmental network”, which has evolved into an alliance of a variety of organizations advocating the interest of Nepali citizens who have been subjected to racial and other forms of discrimination due to e.g. their caste, gender, ethnicity, religion or language. It understands its activity as a follow-up to the national preparatory committee, which was established for the UN world conference against racial discrimination, xenophobia and related intolerance (Durban, South Africa, 2001)<sup>8</sup>.

Building on its previous DANIDA-supported work, which resulted in the completion of a first “model-constitution,” NCARD chose to implement the UNDEF-funded project together with 12 alliance members. Their role was to ensure that the present project's new constitutional draft (in the following referred to as “alternative constitution”) takes into account the grassroots-level views of historically marginalized groups living in 24 districts. To ensure an effective implementation of this bottom-up approach, each alliance partner employed a Social Mobilizer in charge of liaising and coordinating with local project participants representing the marginalized groups residing in 2 districts.

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8 Source: <http://www.ncard.org.np>

**(ii) Logical framework**

The Project Document translates NCARD's programmatic approach into a structured plan of project activities and intended outcomes, including the achievement of the project's overall and specific objectives. The framework below aims to capture the project logic systematically, also attempting to eliminate confusion between intended outcomes and impacts, which evaluators at times observed in the Project Document's result framework.

Project Activities & Interventions	Intended outcomes	Medium Term Impacts	Long Term Development Objectives
<p><u>1. Coordination</u> National/regional/district level workshops/meetings with marginalized group activists</p> <p>Organization/facilitation of an assembly of marginalized activists to review/ finalize an alternative constitution prepared by a task force of selected activists/resource persons</p>	<p>Formation of national/ regional/district level co-ordination committees, engaged in dialogue, negotiation, solidarity</p> <p>Draft constitution discussed among indigenous ethnic groups and development of an alternative constitution</p>	<p>Enhanced dialogue, negotiation and networking among marginalized groups to assert their particular issues of concern linked to the planned restructuring of the state of Nepal</p>	<p>Mutually shared and jointly understood vision of the planned restructuring of the state of Nepal</p>
<p><u>2. Consultation</u> Consultation workshops/ meetings with political party, civil society organization and CA representatives</p> <p>Final project review to settle the future direction to be taken by networks/alliances/ other key stakeholders for genuine implementation and improvement of the constitution</p>	<p>Marginalized groups' perspectives vis-a-vis the new constitution organized and presented/ disseminated among political parties, the CA, civil society and experts</p>	<p>Knowledge produced how to resolve controversies, i.e. through reflection and discussion about the concepts and provisions of a new draft constitution</p>	<p>Consolidation and sharing of best options with CA delegates and political party leaders</p>
<p><u>3. Advocacy</u> Preparation/dissemination of reference materials &amp; advocacy tools</p> <p>Cooperation with the media</p> <p>Joint mass rally participation of marginalized groups on Democracy Day and Anti-Racial-Discrimination Day</p>	<p>Discussion/dissemination of the new constitution's implementation process</p>	<p>Improved levels of information about constitutional arrangements related to federalism in other countries</p> <p>Strong advocacy tool created</p>	<p>The availability of reference material helps to consolidate an informed perspective among marginalized groups</p> <p>The alternative draft constitution is used as a strong advocacy tool</p>

## IV. EVALUATION FINDINGS

### (i) Relevance

#### Baseline Situation

NCARD did not conduct a representative survey to underpin its assessment that the consultative process accompanying the development of the new constitution involved mainly political party members and that it lacked the transparency that Nepal's traditionally excluded communities would require. Instead, the grantee based its contextual analysis on (1) deficiencies observed in and around the constitutional development process, (2) previous experience with the completion of a "model constitution" (in anticipation of the task of the CA)<sup>9</sup>, and (3) a working paper published by the World Bank and the Department For International Development<sup>10</sup>, suggesting actions to address social exclusion and inequalities in Nepal

#### Baseline: Recommendations of "Unequal Citizens" Working Paper

- Develop a knowledge base to inform policy debate on inclusion: Encourage civil society groups to consistently generate and share knowledge and understanding on diversity and related issues, by encouraging participation from members of traditionally excluded groups.
- Support strategic coalitions between women, Dalits and Janajatis: build alliances for collective equal citizenship goals between the individual social movements.

This "material" baseline led the grantee to the conclusion that marginalized groups in Nepal were lacking (a) *information* on issues related to constitutional processes and (b) *coordination* platforms, in order to (c) *collectively articulate the issues* they wish to be addressed by stakeholders linked to the CA process.

#### The project response

Evaluators found various examples of relevant project design, addressing the above three baseline aspects:

##### 1. Coordination of marginalized groups

Involving the grass-roots level, NCARD applied a participative bottom-up approach. Thus, marginalized groups contributed directly to the identification of their constitutional needs and expectations to an unprecedented extent, compared to NCARD's earlier 'model constitution' initiative.

Throughout the program, district-level workshops for marginalized group activists were designed to help them to arrive at shared and jointly understood positions, with a view to the

9 In 2009 NCARD organised a model constitutional assembly, comprising of 85 members selected by communities of 50 districts and 11 members nominated by NCARD, which within 14 days negotiated a first draft model constitution reflecting the aspirations and wishes of different communities living across Nepal.

10 Source: WB/DFID (2006), "Unequal Citizens – Gender, Caste and Ethnic Exclusion in Nepal", p. 109; [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2006/12/05/000090341\\_20061205151859/Rendered/PDF/379660Nepal0GSEA0Summary0Report01PUBLIC1.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2006/12/05/000090341_20061205151859/Rendered/PDF/379660Nepal0GSEA0Summary0Report01PUBLIC1.pdf)

### Baseline: NCARD observations

- CA delegates complain about the absence of documentation in Nepali / their native languages informing about (1) constitutions of other federal countries and (2) issues federal countries have to contend with.
- Marginalized groups miss media coverage of their issues and concerns.
- Committee on the Elimination of Racial Discrimination (CERD): “[...] indigenous people may only formally participate if they were chosen by political parties and act in strict conformity with manifestos of those parties.”

eventual finalization of an alternative constitution. At the outset, workshop participants were given opportunity to present the specific issues each of their groups were facing. Next, a joint analytical exercise took place, during which workshop participants assessed the country's previous constitution by striking off those provisions they considered adverse to the interest of their groups. Having thus achieved a better understanding of each other's issues, a brainstorming followed to establish the main points that group activists thought should be taken into consideration when preparing the draft of Nepal's new constitution. The workshops concluded with

the formation of Minority Groups Coordination Committees (MGCC) and Dalit Coordination Committees (DCC), i.e. each group mutually agreed who should represent their views in these coordination committees in the future.

## 2. Consultation with stakeholder representatives

A two-day national-level consultation involving constitutional experts, legal professionals, civil society activists, political analysts and marginalized groups activists was designed to identify and inform about the issues not addressed by the CA's preliminary draft of the constitution.

## 3. Advocacy

A combination of publications and campaigns promoted the concept of federalism and the project's alternative constitution, to generate an informed perspective among marginalized groups and stakeholders concerned by the constitutional development process.

Publications in Nepali language, which were intended to serve as reference materials and advocacy tools for implementing partners, project staff and CA members, included:

- a summary of the constitutions of 24 federal nations;
- a collection of essays on federalism from the perspective of experts representing different marginalized communities;
- a series of articles by reputable human rights activists on the constitution as a way to address the concerns of marginalized groups to achieve long term peace in Nepal;
- the alternative constitution, a tool that was meant to (a) serve CA members and marginalized group



**The Alternative Constitution, the project's central advocacy tool**

activists as a guidance tool and (b) to encourage marginalized group activists to exert pressure on CA members and other stakeholders involved in the constitutional development process.

Campaigns were designed to involve activists and the media in raising the wider public's awareness of the issues faced by marginalized communities. Examples include:

- Mass-rally participation of MGCC and DCC members on the occasion of the Anti-Racial-Discrimination Day (March 21<sup>st</sup>), resulting in coverage in some district- and national-level print-media;
- Live broadcasting of the event launching the publication of the alternative constitution at national scale.

### ***(ii) Effectiveness***

The Final Narrative Report indicated that some scheduled project activities/outputs needed to be replaced due to strikes, political instability and frequent changes in the schedule of the CA. Most importantly, and as a consequence of the CA's failure to adhere to its own schedule, no final draft of the new constitution was agreed upon by the CA within the lifetime of the UNDEF project.

Other than this,

- a replacement of the project coordinator occurred twice, but as transition was ensured by NCARD staff involved in the project's initial design this seems to have caused only minor delays to project implementation;
- a replacement of two districts to be covered by workshops and MGCCs/DCCs took place upon request of marginalized communities.

#### **1. Coordination of marginalized groups**

The grantee organized the above described (i.e. relevant) discussions of current constitutional issues with marginalized group activists in 24 district-, 12 regional- and 1 national-level workshops. In doing so, NCARD achieved remarkable outreach, which significantly exceeded the project's initial target figures. According to the grantee's records, workshop participation amounted to 1,095 (planned: 600) activists at district-level, 766 (planned: 420) activists at regional level and 708 (planned: 45) activists at national level. All workshops were preceded by preparatory meetings serving to clarify scope and identify participants.

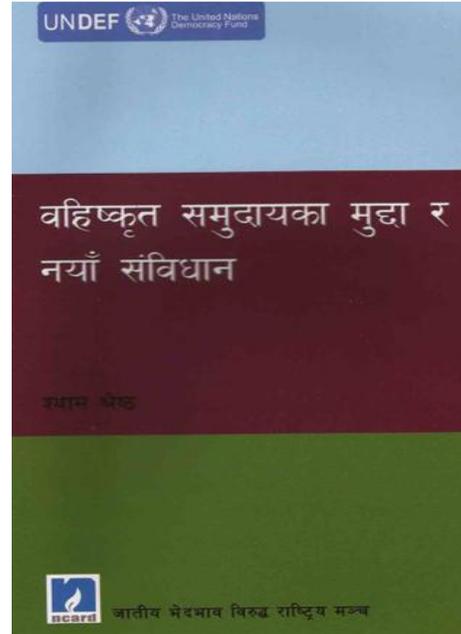


**Discussion among MGCC members (Dalit and Gurung community representatives).**

While all workshops attained satisfactory participation from a gender and community

diversity perspective<sup>11</sup>, evaluators were unable to confirm if the MGCCs and DCGs established thereafter by the project achieved the meeting frequency initially considered necessary to agree on representative views for use in stakeholder consultation exercises expected to feed constitutional drafting processes both within the CA and the project<sup>12</sup>.

Some other events such as the project's "vision-sharing" workshops for eight different marginalized groups, which aimed to achieve joint understanding of constitutional issues pertaining to federalism among marginalized communities, displayed slightly lower than planned participation figures. However, their initially planned outcome appeared not to have been affected, as these still contributed to the establishment of joint and representative positions of marginalized groups vis-à-vis constitutional aspects such as identity, language, education, territory, autonomy, minority rights and representation at governance level.



**Project publication reviewing reports of the CA's thematic committees**

## 2. Consultation with stakeholder representatives

The completion of a final draft of the new constitution by the CA was pre-condition for a series of consultations and workshops the grantee had planned to hold between MGCC members (at district level), activists of marginalized groups (at regional/national levels) and both constitutional experts and CA members. Given the delays the CA process was facing, NCARD suggested alternative activities and outputs, which UNDEF approved for implementation during the project's no-cost extension period. These effectively served to:

- (a) review and discuss CA thematic committee reports and preliminary CA draft passages of the constitutional text available at this point, with respect to interests of the indigenous, Dalit and Muslim communities that were not sufficiently considered in these documents;
- (b) develop among these marginalized groups a strategic action plan how to approach possible future scenarios, i.e. contingencies that (1) the final version of the constitution promulgated by the CA would not consider the issues raised in the context of the project by indigenous, Dalit and Muslim communities, or (2) the CA would not promulgate a new constitution at all.

All other consultation activities were implemented according to plan. These included, most notably, a final project review to debate and settle the future direction among MGCC, DCG, NCARD and other stakeholder representatives. Sixty participants shared the lessons learned,

11 Female participation was 34% at district level, 27% at regional level and 30% at national level. Overall workshop participation by marginalised group: indigenous (Adivasi / Janajati) 48%, Dalit 34%, Muslim 8% and other 10%.

12 Example: in the case of the Kaski district, evaluators established that district-level MGCC members met about 3 (planned: 8) times to (a) agree on their expectations from a new constitution, (b) formulate a memorandum addressed to the Ministry of Home Affairs to express their disappointment with the CA's work and (c) to participate in the March 21<sup>st</sup> mass rally. However, such "underachievement" may also be considered as a demonstration of constructive and efficient cooperation.

in order to maintain awareness and mitigate potential conflict in the future. They agreed on the importance of a continued debate - among different marginalized communities, politicians, experts, activists and civil society - about the proposals made by the project for inclusion in a future constitution.

### 3. Advocacy

Despite significant quantitative under-achievements at output level the project ensured the availability of relevant information to an extent that evaluators assume was sufficient to effectively generate an informed perspective among marginalized groups' representatives and political stakeholders involved in advocacy and/or the CA's decision making process (see also under impact).

Examples included the project's publications, where the summary of the constitutions of 24 federal nations was produced in 3,500 copies as planned, but the collection of essays on federalism and the series of articles by human rights activists were disseminated in 2,000 instead of the planned 5,000 copies each.



**Mass rallye on anti-racial discrimination day**

The alternative draft constitution, the project's central and hence strongest advocacy tool, was distributed in 4,500 instead of the planned 4,000 copies. The publication of its text document was communicated as foreseen via a launch event involving the participation of 447 (planned: 500) stakeholders. The project's key deliverable was effectively disseminated among the spectrum of marginalized groups covered by the project: 53% of the participants represented indigenous groups, 11% Dalits and 5% Muslims. 31% of those visiting the event, which was also aired live on a National TV channel and a number of FM radio stations, represented other marginalized groups and 20% of the participants were women<sup>13</sup>.

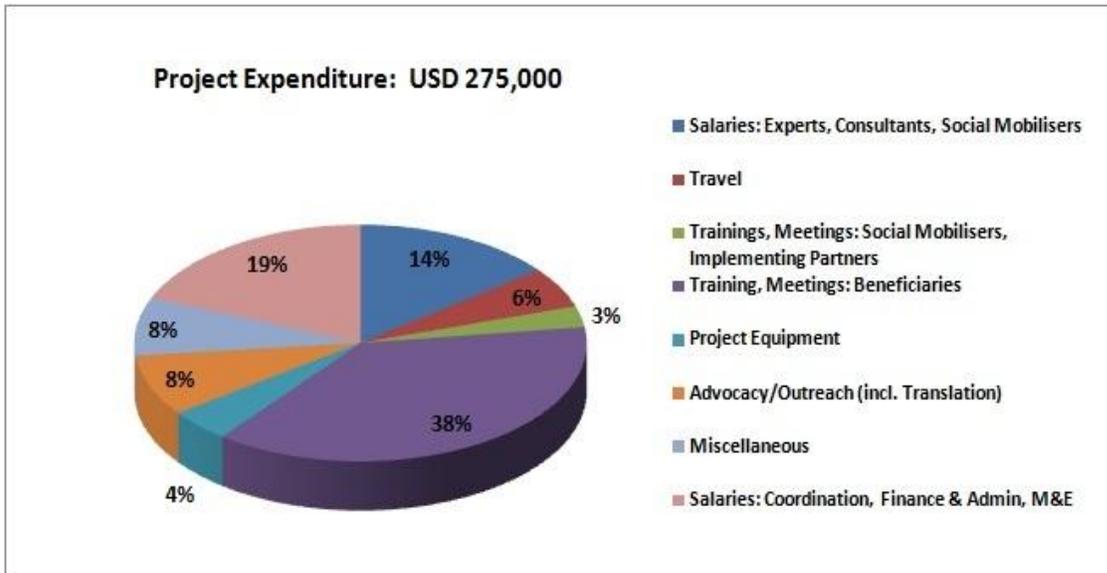
Another example was the grantee's organization of collective acts of solidarity among the project's beneficiaries through joint participation in mass-rally activities on anti-racial discrimination day, during which 5,500 (planned: 10,000) participants from marginalized groups demonstrated twice for the elimination of all forms of discrimination. Evaluators noted though that the second gathering, which involved the stamping of handprints by 500 participants onto a 38 by 26 feet canvas carrying the slogan "I commit to stop discrimination", was held after the end of the project implementation period.

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<sup>13</sup> It has been noted that the representation of Dalits and women in this national-level event differ remarkably from the levels observed at grass-roots level (i.e. in the workshops).

### (iii) Efficiency<sup>14</sup>

Activities assisting marginalized groups with establishing a joint vision vis-à-vis Nepal's future constitution and form of governance (e.g. workshops, vision-sharing, finalization of the draft alternative constitution) and with access to appropriate sources of information represented the project's principal focus. Accordingly, 46% of the budget was reserved for expenditure related to workshops/consultations (37.6%) and advocacy (8.4%). Breaking the amount spent for above activities (USD 126,381)<sup>15</sup> over an assumed total number of more than 10,000 direct beneficiaries<sup>16</sup> provides a low average cost of approximately USD 12.50 per beneficiary and thus evidence of highly efficient project conduct.



Expenses for travel (5.6%), equipment (4.5%) and miscellaneous (7.9% covering e.g. office running, maintenance and sundry) amounted to 18% of the budget and thus appear reasonable.

Staff costs (including capacity building) represented 36% of project expenditure. Within this category, 14% of the budget was reserved for technical expertise (experts, consultants and social mobilizers) and 19% covered salary costs linked to project coordination and support (administration, finance, M&E). The remaining 3% was spent for capacity building of and coordination among project staff and NCARD alliance members. Given the importance of liaison and coordination with local project participants from marginalized groups residing in 24 districts, the budgeted expenditure of USD 65 per month per social mobilizer appears particularly low. Twelve social mobilizers were recruited, each of whom were tasked to cover two districts. This appears to be in stark contrast to the budgeting of 5 project assistant

14 Quantitative assessments made in this section are based on the total amount of project expenditure, which excludes the budget amount reserved for evaluation by UNDEF.

15 Expenditure budgeted for capacity building of and coordination among project staff and NCARD alliance members has been excluded from this percentage/amount.

16 This figure is not exhaustive, i.e. the actual number of direct beneficiaries is higher. Within the frame of their field visit, evaluators were able to confirm a participant number (10,089) which only partially reflects activities directly affecting the project's beneficiaries (workshops: 3,746; vision-sharing: 396; launch of alternative constitution: 447; anti-discrimination day: 5,500 participants). Consequently, the average cost per beneficiary is expected to be even lower.

positions, who supplemented 4 professional coordination and support staff, at a cost of USD 132 per month/project assistant.

The project's modest travel budget was used to support the expenses of social mobilizers for quarterly flights between their project areas and Kathmandu, where they obtained “refresher” training by experts and NCARD (e.g. updates on latest CA progress/developments, orientation about a planned national census and guidance in conflict resolution and the participation of women in peace-building). Other travel expenditure related to quarterly district visits for project monitoring purposes by members of the coordination and support team.

#### ***(iv) Impact***

Weaknesses in the grantee's approach to data collection limit the evaluators' analysis of impact to a review of anecdotes. Further to the previously noted absence of a baseline that is based on a representative survey (cf. section on relevance), NCARD did also not undertake a systematic survey to study the project's impact.



**Discussion among MGCC members (Muslim and Bhujel community representatives)**

Evaluators noted, however, the grantee's regular project monitoring efforts, i.e. observations made or interviews and group meetings held by the project's coordination and support team members with social mobilizers, MGCC/DCC members and other project participants. These served principally to establish information about the diversity of event participants, relevance of expertise provided and the appropriateness of approach and methodologies used by the alliance partner organizing an event. The satisfaction of and the issues raised by participants were also recorded, but the grantee's monitoring approach missed to establish likely impact prospects generated by the project on its beneficiaries<sup>17</sup>.

On the basis of interviews held with 43 former project beneficiaries in the context of site visits evaluators have independently formed the view that the project had indeed positive effects. The following examples<sup>18</sup> have been selected and grouped along some of the key issues identified in the grantee's initial contextual analysis (= baseline) to demonstrate the project's impact on the members of Nepal's historically marginalized Dalit, Muslim and Adivasi / Janajati (indigenous) communities:

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<sup>17</sup> Source: Sample 'Program Monitoring Sheet' provided by NCARD.

<sup>18</sup> In line with current development practice, an effort was made to identify recent anecdotes or to obtain, where possible, details of relevance complementing the grantee's available report documentation, to conduct an independent assessment of impact.

### **Participation of representatives of political parties with indigenous background**

*Tamu Hyula Chhoj Dhi*, an alliance partner of NCARD, is a group advocating the preservation and celebration of the distinct cultural heritage of the Gurung society, which lives predominantly in the north western region of Nepal. Among the participants in the project's interaction programs on the rights of indigenous groups and ethnicity-based federalism were also members of the organization's student and youth wing from the districts of Tanahau and Kaski. The experience prompted them to organize themselves a number of interaction programs for fellow students from various locations in these districts, in order to supply them with information about the rights of indigenous people and to collect their views on ethnicity-based federalism. The Gurung students provided feedback to the project to support the development of the alternative constitution and started also pushing local political parties to support an approach to federalism based on ethnicity. The dissolution of the Constituent Assembly on 27 May 2012 did not dampen their spirit. Gurung students have continued to organize regular events on the rights of indigenous people. They invite and maintain a dialogue with political party representatives belonging to their tribe and other local indigenous groups. As a result, local political leaders have started to question the position of their own political parties vis-a-vis federalism. Should their own parties not respect their tribe's aspirations they reportedly consider to form a political party of indigenous groups.

### **Media coverage of issues and concerns of marginalized groups**

Every Tuesday at 6:45 pm Sashi Tulachad hosts the program 'Shor' on **Gorkhali FM 106 MHZ**. Reaching out from the city of Pokhara to six districts, the radio station has become popular and is followed by a large audience, as its program also addresses those living at the margins of society and those seeking change. Sashi decided to work as a journalist and became a radio show host after completing a 21-day training program organized by Gorkhali FM. Being a Janajati herself, she intends to reinforce the agenda of the Janajatis and other indigenous groups by providing a platform for discussion about the many issues they face. Having grown up in the remote district of Mustang she still remembers how difficult it was for her community to e.g. access basic services and objective information. She says she knows that much needs to be done to make indigenous and marginalized people aware of their right to protect and maintain their culture and traditions, which is why she is also involved in Thakali Sewa Samiti. The organization, which represents her community, asked her to follow the social mobilizer's invitation to the project's introductory meeting. Sashi became a MGCC member: "The interaction was interesting and very informative and the material produced by NCARD was of great help to me for running my program" says Sashi. Her popularity among the indigenous audience confirms this statement, as the local population compliments her often for providing information about the culture and rights of indigenous people.

### **Shared knowledge and understanding on diversity and related issues through participation of members from traditionally excluded groups**

The process leading to the development of the **Alternative Constitution** functioned like a platform for Nepal's marginalized groups to express and exchange their views. "I have never felt so empowered and therefore could not help but actively participate in the project's workshop" says a Dalit MGCC member from Pokhara, reflecting on the project's district-level workshop in which representatives from marginalized groups discussed their expectations from a future constitution. Issues that were raised in this way in 12 regions (24 districts) were deliberated in closed session by a 'mock Constituent Assembly' during 5 days, in which activists from marginalized communities (Janajati, Muslim, Dalit), legal experts, intellectuals and civil society leaders participated. The project provided a forum for interaction among indigenous and marginalized groups, thus helping them to understand each other's issues. "The process leading to the alternative constitution was more important than its actual content," many project participants told the evaluators. The Alternative Constitution became their joint, hence powerful, advocacy tool exerting pressure on the CA to draft an inclusive constitution with rights and guarantees for the marginalized groups. Accordingly, the different thematic committees of the CA issued suggestions for the constitution's preliminary draft that made reference to the Alternative Constitution. Suggestions adopted by the CA's thematic committees included e.g. the consideration of the non-territorial federalist concept, rules governing the application of mixed election processes, the operation of a constitutional court, and the guarantee of fundamental rights for women, Dalits, Muslims and other marginalized groups.

### **Alliances between individual social movements for collective equal citizenship goals**

The project's central strategy was to bring together indigenous and marginalized groups in order to network and to advocate legislation that benefits their respective groups. By networking they began to learn about each other's issues and understood that the cause was of similar nature, i.e. the groups faced discrimination by the state. Solidarity emerged, and project interactions led to the formation of district-level and regional-level MGCCs and regional-level DCCs (individual Dalit representatives who were members of the district-level MGCCs). Although some of the issues and interests differed from group to group and performance of the different committees varied, it was understood that the achievement of results required joint action and display of strength. Indigenous Groups representatives started to speak in support of Dalit and Muslim issues. Anti-Discrimination Day, which other groups previously misinterpreted as a Dalit premise, became an event jointly organized and celebrated by all marginalized groups. Most notably, the **MGCC of the region of Kaski and Tanahau districts** organized a meeting on the occasion of Anti-Discrimination Day to agree on a memorandum, addressed to the Ministry of Home Affairs. Members of the Dalits community, Bhujel Samaj, Tamu Hyula Chhuj Dhi and NCARD's Social Mobilizer jointly drafted and submitted the memorandum to the Chief District Officer. A local FM station is said to have reported about the event in its local news bulletin. The memorandum stated that the constitution's drafting process should be completed on time and that it should also respect the rights of the indigenous and marginalized groups.

The stories gathered demonstrate that the project has prompted grass-roots beneficiaries from different marginalized groups to engage in dialogue, negotiation and networking, in order to jointly identify their issues linked to the planned restructuring of the state of Nepal. Numerous examples, at national- and district- (grass-roots) level, demonstrate that beneficiaries used their knowledge both to build relationships and deepen interaction with stakeholders such as experts, lawyers, constitutional advisors and/or political leaders, thus directly affecting the general public and political debate as well as the constitutional drafting process in the thematic committees of the CA. The Kaski and Tanahau memorandum finally shows how improved levels of information have generated ownership among marginalized groups. Knowing about the possible constitutional arrangements that were at stake, they have put additional efforts to express their concerns advocate their position vis-à-vis the country's government.

### ***(v) Sustainability***

During their interviews with the grantee, its resource persons and other stakeholders, evaluators identified two issues that risk undermining the sustainability of the project's results:

#### **1. Absence of continued animation for dialogue, negotiation and networking**

According to the grantee, most of NCARD's alliance members and their 12 social mobilizers (each of which covered project activities in two adjacent districts) found themselves confronted with the expectation of MGCC and/or DCC members to obtain small funding assistance. However, no provision was made in the project's budget for committee members' travel expenses or for compensation of other types of expenditure linked to the operation of MGCCs and DCCs. Therefore, committee meetings in most cases did not achieve their initially foreseen frequency and dissolved at the end of the UNDEF-supported period.

While these committees have still achieved their purpose (sometimes even generating unexpected impacts as described above), the grantee missed the opportunity to convince beneficiaries of the benefits of continued dialogue, negotiation and networking. Instead, evaluators have met former MGCC members, who complained that they have not received further feedback or guidance after they provided their inputs. Taking into account the project's long-term objective of a mutually shared and jointly understood vision of Nepal's future form of governance, these committees could have played a lasting key role in further disseminating relevant knowledge and information, in particular at the grass-roots level.

It is regrettable that NCARD and its alliance members have failed to create a level of ownership among committee members that survives the absence of compensatory payments. Such ownership could have been based on the understanding that continuously increasing knowledge and pressure subsequently exerted on political parties and the CA increases the likelihood of the promulgation of a constitution that considers the joint concerns of Nepal's marginalized groups.

#### **2. Absence of a fully inclusive approach for the drafting process**

The grantee's drafting process for the alternative constitution focused on the empowerment of marginalized groups, but at the same time excluded the country's political parties who

dominate the CA. In other words, members of the CA and its thematic committees were confronted in the context of project consultation activities with the demands and expectations of the beneficiaries, instead of being integrated in the actual drafting process of the alternative constitution.

The project's achievements are not to be disputed: in some cases NCARD resource persons became advisors to the CA, whose committees actually considered certain project suggestions in preliminary constitutional draft passages, e.g. the non-territorial federalist concept, rules governing the application of mixed election processes, the operation of a constitutional court, and the guarantee of fundamental rights for women, Dalits, Muslims and other marginalized groups.

However, such positive discrimination has weakened the chances of the project to establish a lasting effect on the country's struggle to finalize its future constitution. The project's design expected the CA to be fulfilling its mission, which turned out to be a risky assumption in Nepal's unstable political environment. With the CA having failed to complete its task, NCARD may now miss former CA members playing the role of allies in Nepal's future struggle for a constitution that is truly inclusive.

#### ***(vi) UNDEF Value Added***

Project participants of the Gurung indigenous group's Tamu Hyula Chhuj Dhi organization stated that UNDEF's support to NCARD reassured them that their initiative to organize additional meetings for their fellow students about the rights and issues of marginalized groups was important and justified.

Most activities and materials were branded as UNDEF-funded. According to a NCARD resource person UNDEF grant support often facilitated the cooperation with the media, which usually was concerned not to expose itself to the blame of taking sides with the demands and expectations the country's marginalized groups.

## V. CONCLUSIONS

*i.* Having provided marginalized group representatives and those involved in the drafting of the constitution with opportunities of structured exchange and information of improved variety and quality, it is our view that the project represented a **relevant effort** to address issues pertaining to Nepal's constitutional drafting process.

*ii.* There is evidence that the project effectively generated an informed perspective among marginalized groups' representatives and political stakeholders involved in advocacy and/or the CA's decision making process. Among the signs of improvement was notably the extent to which certain grass-roots beneficiaries took initiative to engage in dialogue, negotiation and networking, in order to jointly determine their expectations from the planned restructuring of the state of Nepal. Based on our findings related to **effectiveness and impact**, the project contributed to the establishment of a joint and representative position of marginalized groups regarding their principal constitutional concerns, such as identity, language, education, territory, autonomy, minority rights and representation at different levels of governance.

*iii.* The examples we witnessed at grass-roots level also demonstrate how beneficiaries used their knowledge, both to build relationships and to deepen interaction with stakeholders, thus directly affecting the general public and political debate, as well as the constitutional drafting process in the thematic committees of the CA. This conclusion, and the comment that the Kaski/Tanahau memorandum is an example how the project generated ownership among certain MGCC members, are based on our findings related to **impact**.

*iv.* These conclusions on impact were drawn from testimonials which we have gathered among beneficiaries. Regrettably, neither results-oriented monitoring documentation demonstrating progress in relation to the grantee's contextual analysis, nor data assessing the likely impact prospects generated by the project was made available by the grantee.

*v.* Expenditure for workshops, consultations and advocacy displays a very low average unit cost per beneficiary, thus providing evidence of highly **efficient** project conduct. However, the budgeted salary costs for district-level key staff (social mobilizers) appear to be particularly low and in stark contrast to the project's monthly expenditure for central office staff (project assistants).

*vi.* Despite the project's impact, it is our view that the grantee has missed the opportunity to convince the project's former beneficiaries of the importance of continued dialogue, negotiation and networking for the purpose of **sustainability**. Given the CA's failure to complete its mission and taking into account the project's long-term objective to establish a mutually shared and jointly understood vision of Nepal's future form of governance, MGCCs and DCCs could have played a lasting key role in further disseminating relevant knowledge and information, in particular at the grass-roots level.

**vii.** Exclusion of the country's political parties dominating the CA from the actual drafting process of the alternative constitution has weakened the chances of the project to establish a lasting effect on the country's struggle to finalize its future constitution. The project's design expected the CA to be fulfilling its mission, which – from the point of view of **impact and sustainability** - turned out to be a risky assumption in Nepal's unstable political environment.

## VI. RECOMMENDATIONS

To strengthen the outcome and similar projects in the future, evaluators recommend to UNDEF and project grantees:

**i.** The conclusions left no doubt about the project's positive effects and impacts. However, the unavailability of representative baseline and outcome survey data reduces significantly the possibility to measure the impact of UNDEF-funded operations. **Based on our comments in the conclusions** about the absence of progress monitoring in relation to the grantee's initial contextual analysis for the purpose of an assessment of the project's likely impact, **we highlight the usefulness of measuring of the project's (likely) impact to identify remaining (and new) needs. We therefore believe that it is essential and recommend to NCARD that more interviews are conducted with beneficiaries and stakeholders who were involved in the project activities.** Covering project achievements systematically will improve NCARD's current assessment in quantitative and qualitative terms and thus enhance the organization's strategic objectives. This may also help the grantee to attract new donors and implementing partners for an expansion of the original project.

**ii.** Based on the above **we recommend to UNDEF to become more explicit vis-a-vis applicants about the benefits of generating and using comparative survey data (baseline vs. outcome).** We suggest to consider that applications including solid survey approaches will be given preference.

**iii.** Given that MGCCs and DCCs have lost their animators and – despite their potential – have become inactive after the end of the project, one may debate whether the comparatively low pay of the social mobilizers working at grass-roots level potentially contributed to the project's weak level of sustainability. **With regards to our observations on efficiency and sustainability, we therefore recommend to the grantee to reconsider future salary levels of field staff and to UNDEF to assess the relationship between technical and financial resource allocation of project applications with great care.**

**iv.** Finally, in relation to our observation that political parties dominating

the CA were excluded from the actual drafting process of the alternative constitution, we believe that it will be important to broaden the alliance for a constitution that will be truly inclusive. Similar initiatives of the grantee to promote the rights of marginalized groups in the future should attempt to integrate the participation of representatives of political parties in all stages relevant to the project's final deliverables. ***In line with our comments on impact and sustainability*** and to further improve the chances of a lasting effect on the country's struggle to finalize its future constitution, ***we therefore recommend to NCARD to consider to expand its future approach to those parties leading Nepal's political discourse.***

## IX. ANNEXES

### ANNEX 1: EVALUATION QUESTIONS

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> <li>▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</li> <li>▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</li> <li>▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> <li>▪ To what extent have the project's objectives been reached?</li> <li>▪ To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>▪ Were the project activities adequate to make progress towards the project objectives?</li> <li>▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</li> </ul>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> <li>▪ Was there a reasonable relationship between project inputs and project outputs?</li> <li>▪ Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> <li>▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</li> <li>▪ Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul>
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> <li>▪ To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>
UNDEF value-added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc).</li> <li>▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> </ul>

## ANNEX 2: DOCUMENTS REVIEWED

### UNDEF

- Final Narrative Report, including Annexes
- Mid-Term/Annual Progress Report
- Project Document
- 2 Milestone Verification Reports

### NCARD

- Project presentation (PPT)
- Recorded TV and FM radio coverage
- Anti-Discrimination Day Memorandum of the MGCC of Kaski and Tanahau districts
- Project publications
- Beneficiary project participation statistics
- Program monitoring sheet, interview checklists, reporting forms and related methodological guidance

### Other sources

- “Human Development Report 2011”, United Nations Development Program, 2011.
- “National Dalit Strategy Report”, Action Aid Nepal, Care Nepal and Save the Children, Kathmandu, 2002.
- “Nepal, Millennium Development Goals, Progress Report 2010”, Government of Nepal and United Nations Country Team of Nepal, 2010.
- “Nepal, on the Brink of Collapse”, S. Brown and V. Felbab-Brown in New York Times, June 5th, 2012
- “Population Monograph of Nepal”, Vol I, Central Bureau of Statistics, National Planning Commission, Kathmandu, 2003.
- “Unequal Citizens – Gender, Caste and Ethnic Exclusion in Nepal”, World Bank / UK Department for International Development, 2006.

### National Legislative acts, policies

- Comprehensive Peace Agreement, November 2006

## **ANNEX 3: SCHEDULE OF INTERVIEWS**

### **Kathmandu, September 2<sup>nd</sup>, 2012, NCARD head office: alliance/staff members and project resource persons:**

- Dr. Sumitra M. Gurung, NCARD chair
- Netra Tumbahangphe, NCARD process facilitator
- Netra Thapamagar, NCARD board member
- Deepak Shakya, NDD vice president
- Gansh BK, RDN Nepal chair
- Ganga Prasad Mahara, Dalit Welfare Society chair
- Sarita Shrestha, NCARD finance officer
- Parbati Agri, Insaf Nepal chair
- Tak Bdr. Tamang, NCARD board member
- Man Kumari Tamang, NCARD board member
- Rabindra Pachhai, NCARD staff
- Neeru Shrestha, former project coordinator
- Tilak Bishwakarma, NCARD staff
- Malla K. Sundar, NCARD board member
- Purna Man Shakya, Reliance Law Firm

### **Kathmandu, September 3<sup>rd</sup>, 2012 (am), NCARD head office: alliance members and project resource persons**

- Bijaya Subba, Inuce chair
- Seema Khan, Nepal Muslim Women Welfare Society chair
- Balkrishna Mabuhang, CEADS chair
- Rahmatulla Miya, Muslim Association Nepal general secretary
- Durga Sob, Feminist Dalit Organization president
- Gajadhar Sunar, Dalit NGO Federation president
- Gansh BK, RDN Nepal chair
- Santosh B.K.DWO, Dalit NGO Federation chair

### **Pokhara, September 3<sup>rd</sup>, 2012 (pm), Tamu Hyula Chhoj Dhi: Gurung community (social branch) members**

- Tek Bahadur Gurung, member
- Lal Bahadur Gurung (Tamu), The Council House of Tamu Students Nepal
- Manoj Gurung, member
- Rim Gurung, The Council House of Tamu Students Nepal
- Tek Bahadur Gurung, member
- Sub Dham Bahadur Gurung, member
- Resham Gurung, member
- Dal Man Sing Gurung, member
- Chija Gurung, NCARD social mobiliser

### **Pokhara, September 4<sup>th</sup>, 2012 (am), former MGCC and DCC members**

- Resham Gurung, Tamu Hyula Chhoj Dhi
- Kishan Pariyar
- Tek Bahadur, Tamu Hyula Chhoj Dhi
- Shashi Tulachan, Thakali Sewa Samittee
- Heera Tamu, Tamu Hyula Chhoj Dhi
- Sharada Kumal

- Chija Gurung, NCARD social mobiliser
- Hul Bahadur Bhujel
- Manoj Gurung, Tamu Hyula Chhoj Dhi
- Rim Gurung, The Council House of Tamu Students Nepal
- Pan Bahadur Gharti, NEFIN
- Yakub Dimriya, Islamikka Uyaunkari
- Habib Miya,
- Yam Bahadur Darai, Thanahu Darai Samaj
- Kharga Bahadur Gurung, Tamu Hyula Chhoj Dhi

**Pokhara, September 4<sup>th</sup>, 2012 (pm), Tamu Pah Lu Sangh: Gurung community (religious branch) members**

- Rup Bahadur Gurung, member
- Sukraj Gurung, member
- Lt. Indra Bdr. Gurung, member
- Laxman Gurung, member
- Bal Bdr. Gurung, member
- Pom Bahadur Gurung, member
- Indra Gurung, member
- Kul Prd. Gurung, member
- Bhoj Bdr. Gurung, TCHOTS
- Rim Bdr. Gurung, TCHOTS
- Hyshubba Gurung, member
- Rajendra Gurung, member
- Tara Bahadur Gurung, member
- Dhan Bahadur Gurung, TCHOTS
- Ashish Gurung, TCHOTS

**Pokhara, September 5<sup>th</sup>, 2012, Bhujel Sewa Samaj Kaski: Bhujel community members**

- Resham Gurung, Tamu Hyula Chhoj Dhi
- Tek Bahadur Gurung, Tamu Hyula Chhoj Dhi
- Sabitri Sherchan, Thakali Sewa Samittee
- Shashi Tulachan, member
- Chija Gurung, NCARD social mobiliser
- Drul Bahadur Bhujel, member
- Prem Bhujel, member
- Purna Bahadur Bhujel, member
- Man Bahadur Bhujel, member
- Bil Bahadur Bhujel, member

**Kathmandu, September 6<sup>th</sup>, 2012, NCARD head office: alliance/staff members and project resource persons:**

- Netra Tumbahangphe, NCARD process facilitator
- Ganga Prasad Mahara, Dalit Welfare Society chair
- Sambhojen Limbu, Asian Law Firm and Research Center
- Dr. Sumitra M. Gurung, NCARD chair
- Prabindra Shakya, volunteer
- Neeru Shrestha, former project coordinator
- Tilak Bishwakarma, NCARD staff
- Shyam Shrestha, political analyst

## ANNEX 4: ACRONYMS

CA	Constituent Assembly
CERD	OHCHR Committee on the Elimination of Racial Discrimination
DANIDA	Denmark's Development Cooperation
DFID	UK Department For International Development
DCC	Dalit Coordination Committee
MGCC	Marginalized Groups' Coordination Committee
M&E	Monitoring and Evaluation
NCARD	National Coalition Against Racial Discrimination
NGO	Non Governmental Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
UN	United Nations
UNDEF	United Nations Democracy Fund
WB	World Bank