



YEARLY REPORT LEARNING, MONITORING & EVALUATION

2016/2017

Grant Impact Assessment with Rights Based
Approach, Feminist Principles and Appreciative Inquiry



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PREFACE

The main objective of this report is to present the impact created in the lives of the grantee groups, the stakeholders and communities at large through Tewa's grants. The data analyzed and presented in this report gives a clear understanding of the changes in the communities. The donors, staffs, grantee groups, volunteers and others interested in Tewa's work are expected to benefit from this report.

Tewa has a two-pronged impact assessment methods; Evaluation and Process Monitoring. Tewa conducts evaluation and monitoring of the grants to analyze the outcomes and changes created by the projects at different levels; individual, family and community. The impact assessment of the on-going projects is done using the Process Monitoring Framework. This report outlines the outcomes and learning based on Evaluation and Process Monitoring of the projects in current and previous years. Various methodologies, tools and techniques have been used in the collection of the data presented and analyzed in this report. The Learning, Monitoring and Evaluation team has followed rigorous process of monitoring and evaluation of the projects through field visits, observations, dialogues with the partners and their stakeholders during Focus Group Discussions. LM&E Unit also had done extensive telephone conversations with the grantees to monitor and evaluate those projects where field visits weren't possible due to logistical and financial challenges. This report summarizes the impact of Tewa grants awarded to 22 partner organizations in different geographical areas of Nepal. The report is a collective analysis of the projects prepared according to the findings interpreted into the frameworks. These frameworks are unique and look deeper into the process of progress made through the interventions rather than on the end outputs. Overall, the report provides the collective outcomes, achievements, challenges, learning with qualitative and quantitative data of the 22 projects implemented by the grantees.

The nature of the interventions conducted by the grantee partners varies according to their need in the organization or in the community. Some projects are centered on economic empowerment and are focused on income generation while others are focused on capacity and knowledge building on the issues like violence against women (VAW), sexual and reproductive health, leaderships and organization development etc. All these projects are in line with Tewa's grant making goals and have provided opportunities to the women and their organizational growth.

INTRODUCTION

Learning, Monitoring and Evaluation Approach

Tewa means, “support” in Nepali. Tewa was established in 1995 to support women particularly those in rural Nepal, who are deprived of their rights and lack access to resources. Tewa is based on its' deep-rooted philosophy to develop modern philanthropy for self-reliant development, and to empower emerging groups of rural women in Nepal. Aspired by this philosophy, Tewa fundraises locally, gives grants to women’s groups throughout Nepal, and strengthens their capacity for positive transformation and to access the resources. Up until fiscal year 2017/2018, 637 grants were disbursed among 486 grantee partners in 69 districts of Nepal.

Tewa is diverse, inclusive, non-hierarchical, transparent and accountable. The organization follows a process-led approach that comprises a programme management cycle of continuous appraisal, monitoring, evaluation and learning built into its various programmes.

- ❖ Tewa's **Vision:** A country without discrimination and injustice in which women enjoy their rights, freedom and peace.
- ❖ Tewa's **Mission:** Through funding and capacity development, Tewa supports women to organize, raise their voices collectively, and transform discriminatory policies, systems, norms and practices.
- ❖ Tewa's **Theory of Change:** When women struggling with poverty, marginalization and invisibility organize collectively, they amplify their voices, strengthen their leadership, and overcome injustice. Our role as Tewa is to support such groups of women by funding their initiatives, enhancing their capacities, and connecting them to other relevant groups and national initiatives and processes.

Tewa has outlined five strategic goals in its strategic plan, 2014-2019. The 5th strategic goal inherent in the Tewa’s Vision and Mission is to “*develop a strong learning and evaluation unit*”. In order to meet this goal, Tewa established LM & E unit in 2014. The unit is working closely with the grantee partners to observe the projects and to develop their capacity to articulate the changes seen in their projects and ultimately the communities they work in. That has been helpful to understand the indicators and preparing report. Equal focus is being given to the capacity building of the staff of the LM & E unit to maintain and keep updates of the projects through regular monitoring and evaluation.

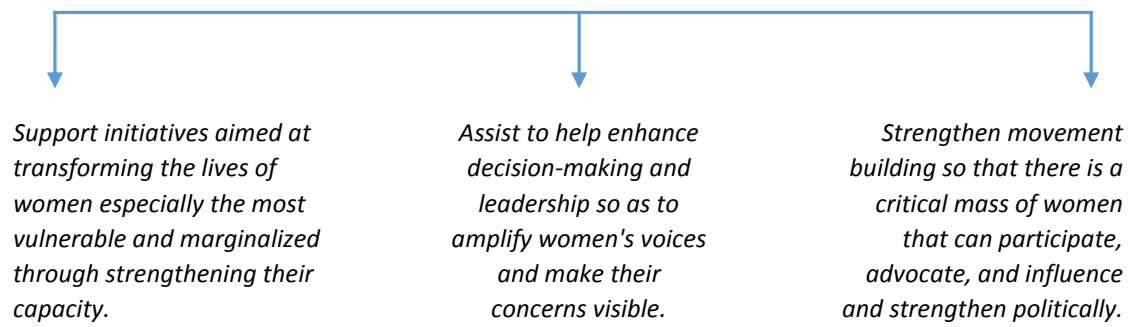
Tewa has two departments which are closely interlinked:

1. Grant Making
2. Learning, Monitoring and Evaluation (LM&E)

Grant Making

Tewa’s grant making programme is the heart of Tewa’s work and has 2 grant cycles in a year. This program supports women’s groups in Nepal to uplift women's socio-economic conditions and to establish their voice and visibility in their communities. These grants have resulted in women’s empowerment as they support and help them to remain organized and achieve their goals.

The grant making goals, as outlined in Tewa's grant making strategy are:



The organization disburses grants¹ on eleven thematic areas. There is flexibility for Tewa's partners in choosing either one or multiple thematic areas for their intervention, which falls under one of the Tewa's grant making goals.

Learning, Monitoring and Evaluation (LME)

Tewa uses the acronym "RFA"² to refer to its LM&E approach and the LM&E model is rooted in 3 principles:

- ▷ It is **Rights Based**.
- ▷ It is **Feminist**.
- ▷ It takes on **Appreciative Inquiry**.

The Rights Based Approach (RBA):

In **RBA**, women own the process for change, have a voice, and seek social justice in a credible, legitimized way. It emphasizes:

- ▷ Accountability and obligation
- ▷ Participation and ownership
- ▷ Voice and agency
- ▷ Equality, non-discrimination and inclusion
- ▷ Transparency

The Feminist Lens:

It focuses on:

- ▷ Different levels of **feminist leadership**
- ▷ **Equality and inclusion**
- ▷ **Empowerment and power**

Case Story - 1

Sanju B. Ka. (Name changed) is a homemaker from Pakaudi-23, Bharatpur Municipality. Sanju had an opportunity to participate in a discussion on issues related to menstruation including how it affects a woman. This discussion helped her be clear about menstruation as a biological process and became aware on negative perspectives related to it. She shared her learning with her family members and started to bring the learning into practice. As a result, Sanju along with her daughter gave up hackneyed culture and traditions and started living their normal lives. She further adds, "I have gained knowledge and confidence. I can now discuss this matter not only within my family but also in the community. I can counsel community people and my neighbors regarding the issue related to menstruation and belief based on our cultural practices surfaces".



¹ The 11 thematic areas are listed in page number - 12

² The concept of RFA as a learning, monitoring and evaluation tool was originally developed by Puja Roy.

- ▷ Non-violence, non-**discrimination**, **peace** and **freedom**
- ▷ **Human Rights**
- ▷ Being **forward thinking**

Appreciative Inquiry (AI):

Appreciative Inquiry (AI) is a method in monitoring and evaluation that focuses on what works in project implementation, instead of highlighting its gaps and failures. AI sees change as a continuum in which both project planning and project evaluation are parts of the same interconnected cycle.

There are a few specific tools that Tewa uses to collect data and information:

1. **Process Monitoring Framework (PM)** - This is used for regular monitoring during project implementation.
2. **Evaluation Framework** - This is a deep analysis of impact trends. Its focus is learning and moving forward.

RFA Framework Components below are observed during monitoring and evaluation of the projects.

- ▷ Strategies/Approaches
- ▷ Interventions & Outputs
- ▷ Outcomes
- ▷ Elements of RBA
- ▷ Feminist Principles
- ▷ Domains of Change
- ▷ Quantity Indicators
- ▷ Quality Indicators
- ▷ Achievements
- ▷ Enabling Factors Towards Achievements
- ▷ Contributory/Attributory Factors
- ▷ Challenges
- ▷ How Challenges Were Met
- ▷ Learning
- ▷ Observations
- ▷ Verification Methods



Process-Based LM&E

Tewa understands that change is a process, not an end result, and therefore, **understanding its grantees’** processes is more important than understanding their “results.” Therefore, Tewa believes on following quotes of Jack Dixon;

***“If you focus on results, you will never change
If you focus on change, you will get results.”***

The Rights Based Approach does not see women as beneficiaries, recipients, or a means of development, and instead sees them as powerful persons at the center of discourse for change.”

Tewa’s LM&E focus is always on learning. The LM&E findings are actively used to improve on both organizational and programmatic levels work.

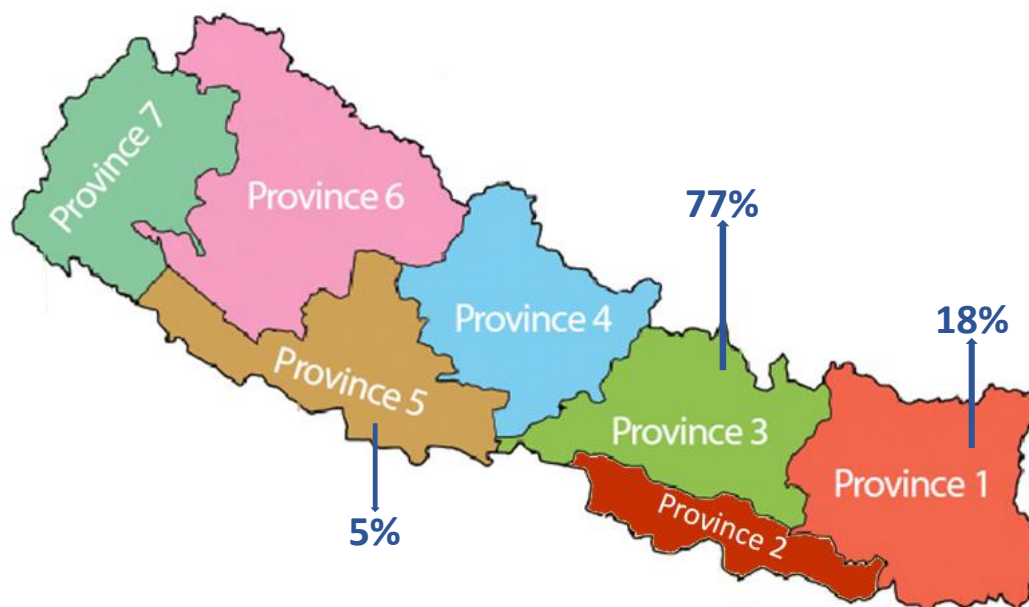
COLLECTIVE ANALYSIS OF THE PROJECTS

List of the Grantees' Projects Monitored and Evaluated in the year 2016/2017

S. No.	Organization	Location/Province	Project Year	Type of Framework
1	Gramin Mahila Jagaran Samuha	Okhaldhunga/ Province 1	2007-2008	Evaluation Framework
2	Gramin Bikash Samaj	Okhaldhunga/ Province 1	2009-2010	Evaluation Framework
3	Didi Bahini Krishi Sahakari Sanstha Ltd.	Dhading /Province 3	2014-2015	Evaluation Framework
4	Paurakhi Mahila Samaaj	Ramechhap, Province3	2015-2016	Process Monitoring Framework
5	Bodhi Jagriti Mahila Sanstha	Sankhuwasabha/ Province1	2015-2016	Evaluation Framework
6	Mahila Bikash tatha Uthan Samaj	Kathmandu/ Province 3	2015-2016	Evaluation Framework
7	Shree Mahila Jagriti Samuha	Kavre/Province 3	2015-2016	Evaluation Framework
8	Nepal Nari Chetanshil Sangh	Ramechhap/Province 3	2015-2016	Evaluation Framework
9	Entire Power in Social Action (EPSA)	Kathmandu/Province 3	2016-2017	Process Monitoring Framework
10	FEDO	Ramechhap/Province3	2016-2017	Process Monitoring Framework
11	Harit Tara Mahila Bikash tatha Rin Sahakari Sanstha	Lalitpur/Province3	2016-2017	Process Monitoring Framework
12	Mahila Sasaktikaran Samuha	Panchthar/Province1	2016-2017	Process Monitoring Framework
13	Nepal Mahji Mahila Uthan Sangh	Dhading/Province 3	2016-2017	Process Monitoring Framework
14	Makar Ganesh Mahila Sahakari Sanstha	Kathmandu/Province3	2016-2017	Process Monitoring Framework
15	Paurakhi Mahila Samaj	Ramechhap/Province 3	2016-2017	Process Monitoring Framework
16	Shree Saraswoti Naari Chetana Bachat tatha Rin Sahakari Sanstha	Kavre/Province 3	2016-2017	Process Monitoring Framework
17	Mahila Sahara Samajik Sanstha	Kavre/Province 3	2016-2017	Process Monitoring Framework
18	Blind Women Association	Kathmandu/Province 3	2016-2017	Process Monitoring Framework
19	Griha Shramik Barahi Sipmulak Mahila Sahakari Sanstha	Lalitpur/Province 3	2016-2017	Process Monitoring Framework
20	Srijansil Mahila Samaj	Kathmandu/Province 3	2016-2017	Process Monitoring Framework
21	Mahila Jagaran Sahayog Samuha	Rupandehi/ Province 5	2016-2017	Process Monitoring Framework
22	Nyaya ka laagi Sakriya Mahila Manch	Chitwan/Province 3	2016-2017	Process Monitoring Framework

Note: 5 out of the 22 projects were monitored by phone calls, report reviews and office meetings.

Geographic Analysis



The majority of the partners analyzed here (17 out of 22 partners, or 77%) are located in province 3. Similarly, 4 partners (18%) are located in province 1 and 1 partner (5%) is located in province 5. Location of the partners are depicted in the map of Nepal above.

The projects being implemented that are difficult to access and other reasons have been remotely monitored. Most field visits of the projects were made in Province 3 as they were located in the reasonably accessible distances. As number of grants were awarded to the women's organizations in province 3 in the year 2016-2017, many monitoring and evaluation activities were focused in this province.

Methods

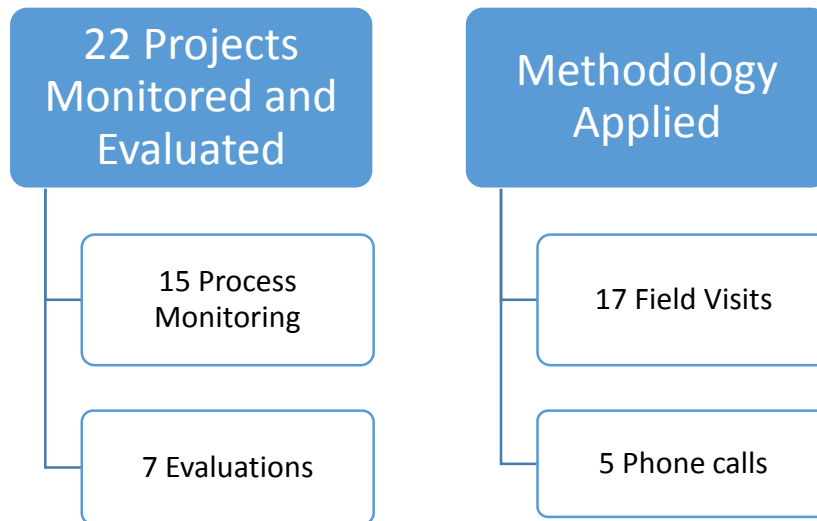
Most LM&E data is collected during field visits to grantee sites. The grantee members, primary and secondary stakeholders participate in focus group discussions (FGDs) with Tewa's field visit team. In FGDs, each component of the RFA framework are analyzed from various perspectives and qualitative data is collected through audio recordings, field notes, and video case studies. After the field visits, Tewa staffs analyze and interpret the data collected.

Tewa adopts various methodologies in obtaining the data from its Grantee Groups. Tewa maintains close contact with its partners to monitor and evaluate their progress through field visits, phone calls collected written reports, and office meetings.

In the process of learning, monitoring and evaluation of this year, 17 field visits were made. 5 partners were monitored through phone calls, as site visits were not possible due to political and logistical issues. In such cases, Tewa staff and partners are engaged in extended phone sessions, analyzing the

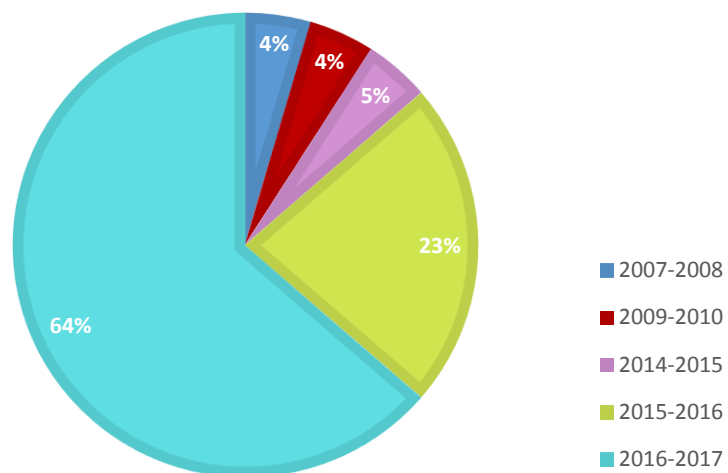
progress of the partners based on different criteria. An analysis of written reports submitted by the partners were also done in most of the projects.

Out of 22 partners, final evaluation of 7 completed projects were done. Remaining 15 ongoing projects were monitored and analyzed through process monitoring (PM) method.



22 projects analyzed in this report covers the grant cycle from 2007 – 2017. The majority (14 out of 22; 64%) projects fall under the grant cycle of 2016-2017. The second highest number of projects (5 projects; 23%) were supported in 2015-2016.

YEARLY BREAKDOWN OF PROJECTS MONITORED



Some grantee groups, supported between 2007 – 2010 have shown great progress. The main impacts of Tewa grants are seen in collectivizing women, forming advocacy groups, developing skills, making women aware of the issues related to their rights, enhancement of decision making ability, generating income and providing visibility to the newly established organizations. It is worth mentioning that despite facing various challenges, the grantee partners in the rural areas like; *Sankhuwasabha*,

Ramechhap and *Okhaldhunga* are performing as good as those in the urban areas, *Kathmandu* and *Lalitpur*. The grant has shown impact in their socio-economic status. The women have also strengthened their capacity in advocacy, which is a big achievement for Tewa and women groups who weren't even able to speak in front of mass in the community can now put forth their views demanding their rights. The best example of this case is a recently registered grantee *Paurakhi Mahila Samuha* of *Ramechhap* who has received Rs. 80,000 (USD 760) grant from village committee soon after the leadership and skill development trainings they received from Tewa's grant. Other organizations have advocated on women's property rights and VAW.

Case Story – 2

Pabitra Bhandari was born in a family of 7 members in Shantidanda-1, Illam. She is a differently abled person by birth and has some disabilities in the fingers of both hand and feet. Most of her family members are differently abled. Due to this, her parents had frustration from the beginning. Since her family had a poor economic background, Pabitra didn't get to attend school until the age of 7. Later she got to go to school as caretaker of her brother. This provided her an opportunity to study. She was a good student and dreamed of becoming a teacher after completing her studies. While she was preparing for her final exam of 10th grade, she fell sick and was hospitalized during exam.

She was diagnosed with Typhoid. She had to give up her studies after that and also her dreams. In her neighborhood, due to her physical condition, she was taken as a burden to her family. At times, she really felt disappointed with her life.

Later Pabitra decided to elope with a 58 year old man, who was more than double her own age after she got the marriage proposal from him. They moved to Kathmandu and started living in Guheswori. As she chose an already married man with children, her life afterwards was not easy. She faced troubles from the first wife of her husband. After 4 years of constant struggle, she gave birth to her daughter, who was also differently abled. Her struggles persisted.

Constantly being criticized and discouraged for her disability by the people in her neighborhood, Pabitra sometimes felt like running away. But she had her daughter. She tried seeking work as a house maid, but none gave her the work. Later she painted walls, vended in the streets but that didn't fetch enough money to support her life with her daughter and pay for her daughter's education.

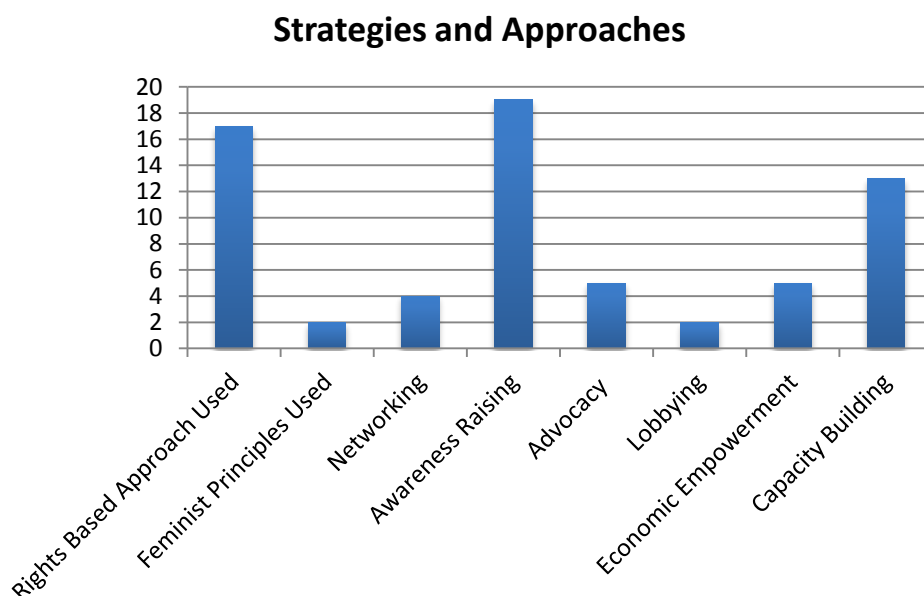
She then started looking for opportunities at EPSA, an NGO working for the differently abled but EPSA was only offering works related to thread and needle that require fingers and it did not suit her. At the same time, EPSA received grant from Tewa and with the grant money, Pabitra was provided a small cart and was supported for selling vegetables, fruits and other food items.

That changed her life. Her business is getting better and her husband also supports her in the work. She has earned Rs. 5,200 within 5 months and she is now paying off her debts. She has also started paying back Rs. 1,500 per month to EPSA. Today the same neighbors who ridiculed her are her customers. This has enhanced her confidence level. She has become able to communicate in public and convince others to buy from her. She expresses that she wants to be empowered and live her life independently. She seemed grateful towards EPSA and Tewa for their support that gave her a new life.



ANALYSIS OF FRAMEWORKS' COMPONENTS

The partners are observed using various strategies and approaches during project implementation process. Depending upon their knowledge, values and governance system, the partners have used multiple strategies and approaches that range from 1 as minimum to 6 to the maximum. The nature of grantee partners' work and types of activities also determines in using strategies and approaches.



Rights Based Approach in terms of good governance system is being practiced by 17 grantee partners. The first highest used approach was the **Awareness Raising**, which has been used by 19 partners. **Capacity Building** was used by 13 partners through different skill and knowledge based trainings. Similarly, **Economic Empowerment** and **Advocacy** were used in 5/5 numbers.

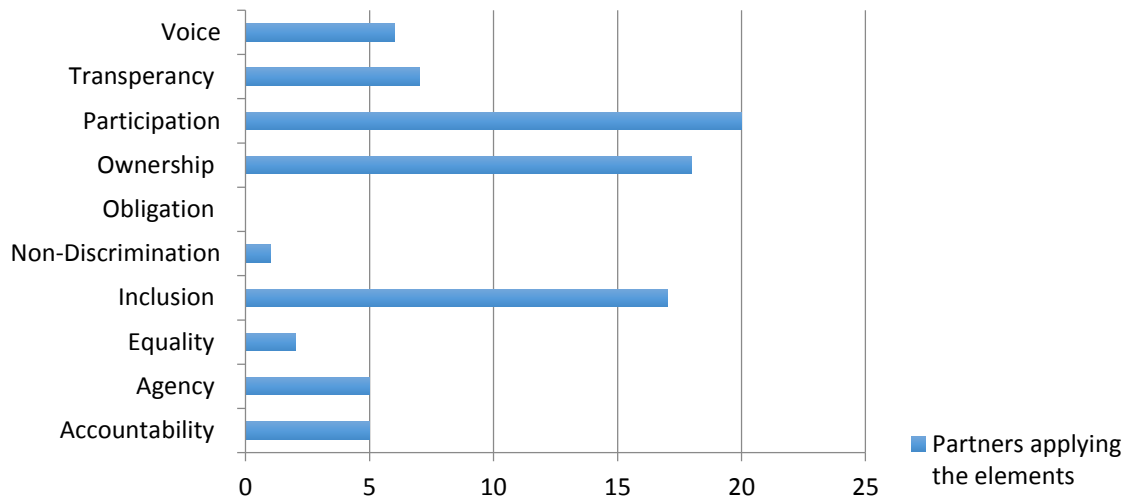
Elements of Rights Based Approach and Feminist Principles

Both the Rights Based Approach and Feminist Principles have various elements, which are further analyzed to see which specific elements of these two were applied by the grantee groups.

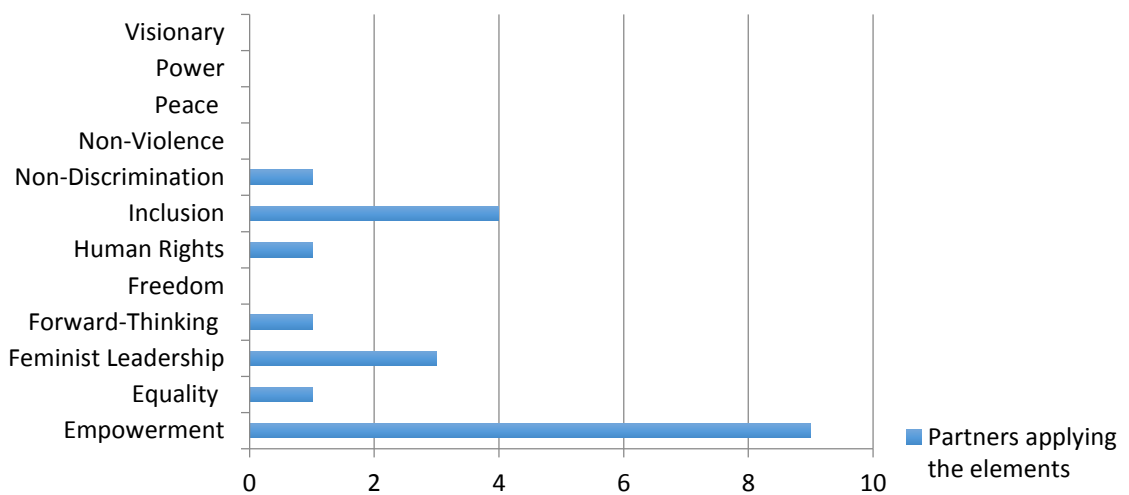
On an average, each partner has used 3.6 elements of RBA, but that number ranges from 1 element to 6 elements. The most commonly implemented elements of RBA is **participation** (used by 20 out of 22 partners). The two other highly used elements were **ownership** (18 partners) and **inclusiveness** (17 partners). This depicts that Tewa partners highly prioritize the participation of their stakeholders, the partners are actually engaged in their projects as they show a great deal of ownership and are inclusive in nature. The projects have involved marginalized women from different backgrounds; ethnic, Dalit, disable, single, Chettri, Brahmin and women from Majhi community. **Transparency** (7 partners), **Voice** (6 partners), **Accountability** (5 partners) and **Agency** (5 partners) were other four elements that were used widely. Less present, but not ignored, were **Equality** and **Non-Discrimination**. However, **Obligation** was not seen in any of the partners because most of the members in organizations are observed less active in performing their roles. The LM & E unit is working closely with the grantee partners to develop and enhance their capacities. The result could be seen as the women were found

to be using elements like Voice and Agency in their works. The RBA and Feminist concepts are new issues for the community based organizations and Tewa has been trying to build knowledge on those issues to the grantee partners.

Rights Based Approach



Feminist Principles



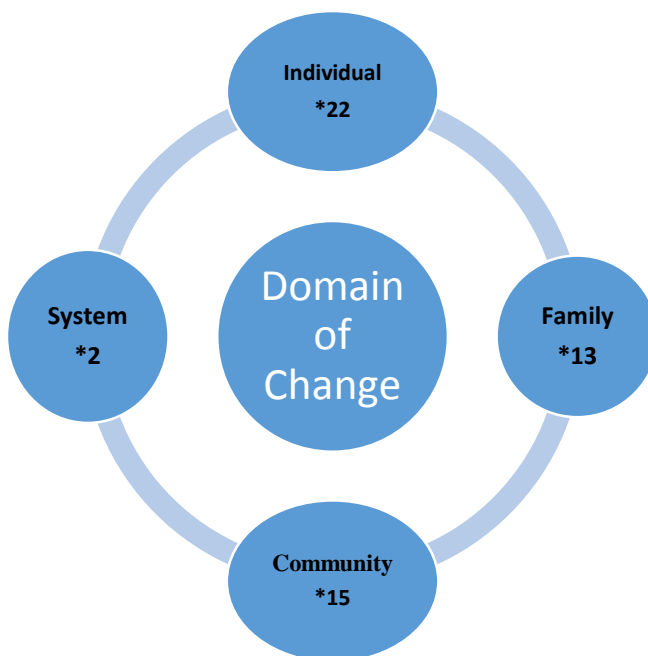
During monitoring, the elements of Feminist Principles were found to be less used by the grantees. Some partners are new in the community and need more orientation in Feminist principle and some older partners need skill using a feminist lens in their project work. It is Tewa’s ongoing effort to build its partners' capacity on feminist principles. Tewa's staff are continuously supporting the partners to understand the feminist principles and implement them within their organizations and communities.

The new grantees are gradually developing their leadership skills. This has helped them to gather strength, establish their voice and visibility in their communities. Few grantee groups are already established and they possess strength in advocacy works. They are intervening at the policy level and

are strongly advocating and lobbying for the formulation and implementation of the rights of women and their causes.

The widely used element of Feminist principle is **Empowerment** that was found in 9 projects out of 22. The empowerment is basically about women's socio-economic empowerment they have done through the projects. The second widely used is **Inclusion** (4 partners) and third is **Feminist Leadership** (3 partners) respectively. Other principles such as **Equality, Forward Thinking, Human Rights, Non-Discrimination** were in use but by very few partners. Some other elements; visionary, power, peace and non-violence were not appeared because the community based organizations have limited resources to run the projects and sustain themselves. Most of the grantee organizations are not well aware of feminist principles. Thus, they are unable to follow those elements into practice. Tewa needs to work closely with the partners and support them in prioritization and implementation of the Feminist Principles in the Project Cycle Management (PCM). Depending upon the nature of work of each partner and their requirements, Tewa could help each partner select some of the most important principles to start with.

Domains of Change



The impact of Tewa grant is assessed on four distinct levels or domains: the **Individual**, the **Family**, the **Community** and the **System**. Some projects have impact on one domain whereas others could impact multiple domains.

On an average, the projects have impacted 2 out of the 4 domains. All 22 projects had impact at the **individual level**. 13 projects impacted at the **family level**. There was a good deal of impact on community level also. 15 out of 22 projects had impacted at the **community level**. Only 1 partner, *DidiBahini Krishi Sahakari Sastha Ltd.* could have its impact at the **systemic level**. **They have strong influence over local Government bodies like District Administrative Office and Police Office.**

The grantee is often asked for the advice in solving the cases of violence registered in the district. Their work and experience has been recognized by the system at local level.

The changes brought about by these interventions in the 4 domains are:

At Individual Level

- Financial independence through goat farming, Dhaka weaving, stitching/tailoring and soap making.
- Increased confidence to communicate, participate and disclose the problems.
- Positive thought to treat sons and daughters equality.

- Realization of the ill practice of caste barrier and menstruation taboo.
- Victims accessing justice.
- Increased realization to take care of reproductive health.
- Built confidence to access political rights and participation.

At Family Level

- A shift of attitude and behavior of family towards the women in terms of listening to their opinion, respecting their feeling is prevailed in many households where women have started to generate income through the projects.
- Support on children's education and household expenses through women's vegetables farming, goat raising, soap and candle making.
- Surveillance Group counseling benefitted to solve problems and misunderstandings among couples and family members.
- Family being informed of the health facilities and their rights and follow good practice.
- Realization of family members about the health hazards of using and consuming pesticides and taking initiatives for organic farming.
- Political participation of women is matter of pride for family members.
- Family members' support for women in marketing and arrangement of income generating activities.

At Community Level

- A shift of attitude and perception of community towards the women, more women interested to form such groups and work.
- Women's political participation is a matter of pride for the community.
- Community members being aware of VAW, legal provisions and are encouraged to seek justice.
- There has been shift of perspectives towards widows, single women, women with disabilities and caste system. It is now acceptable that single women wear bright, colorful dresses and makeup.
- Community is aware that even boys/males could be vulnerable towards various forms of abuses.
- Education for girls is being prioritized by Majhi community.
- Community is aware of health hazards due to usage of pesticides and are now encouraged to adopt organic farming.

At Systemic Level

- There has been increased cooperation between Ward and Police Office in dealing with cases related to violence, particularly after formation of the Surveillance group.
- The grantee groups are accessing government budget allocated for women and are also seeking funds from other donors.

Cast Story – 3

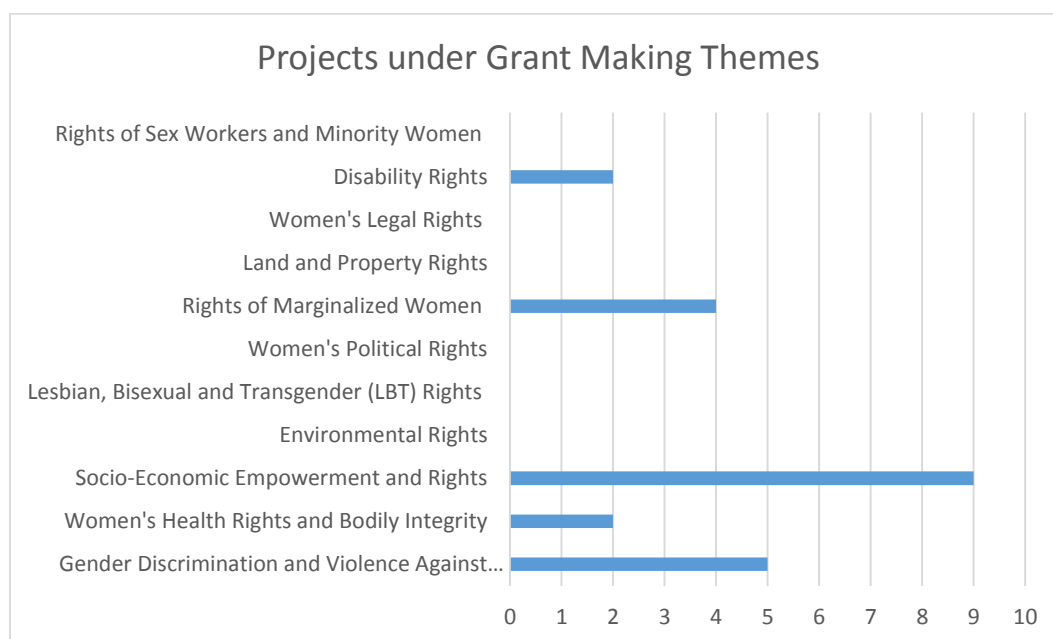
Nanda Singh is a visually impaired young woman. She is an orphan and was brought up in her cousin's home at Kalikot. She is educated, active and energetic. Currently, she is busy in taking care of some orphaned children who are affected by violence, sexual exploitation and human trafficking. Her organization, ANTARDRISTI is undergoing registration process in District Administration Office in Kathmandu. As a member of the Blind Women Association, she got a chance to participate in **“Leadership and Advocacy Training”**. According to her, the training has been a very good learning experience. It equipped her with the advocacy and leadership skills and helped in shaping her personality. It has further helped her to operate her newly formed organization.



She also shared an incident where she raised her voice for justice. Nanda visited Kanti Bal Hospital at Maharajgunj for medical check-up of one of the children living with her. The staff in the counter treated her rudely from the beginning saying that she should have brought someone with her, as she could not recognize the note. Nanda just ignored the comment, as she was aware of the hospital charge. So, she handed over a 100 Rupees note and asked for return of Rs. 50 but the staff denied saying that she paid the right amount. Nanda complained with the management and they took action against that staff. The incident disclosed the fact that Nanda was not the only one who was cheated by that staff but she had been cheating other patients too. Nanda says, “The training has enhanced her confidence level and now, she is able to fight for her rights”.

Grant Making Themes

Tewa grants are based on 11 thematic areas and the partners implement their projects based on one or multiple themes. The most implemented theme was the **Socio-Economic Empowerment and Rights** (13 out of 22 partners). 5 partners had focused on **Gender Discrimination and VAW**. 3 partners had focused on **Women's Health Rights and Bodily Integrity**. Less common yet implemented were **Rights of Marginalized Women** (2 partners, 9%), **Disability Rights** (2 partners), **Women's Legal Rights** (1 partner).



Interventions undertaken by the grantee groups:

An intervention is any programme, training, experience, etc. that is implemented to create social impact. All the interventions planned and implemented fall under one of Tewa's 3 Grant Making Goals. Some interventions are such that they meet more than one of the grant making goals.

Goal# 1. Support initiatives aimed at transforming the lives of women especially the most vulnerable and marginalized through strengthening their capacity.		Goal # 2. Assist to help enhance decision-making and leadership so as to amplify women's voices and make their concerns visible.		Goal # 3. Strengthen movement building so that there is a critical mass of women that can participate, advocate, and influence and strengthen politically.	
Kind of Interventions	# of the projects done	Kind of Interventions	# of the projects done	Kind of Interventions	# of the projects done
Dhaka weaving training	1	Awareness on VAW, Women' Rights, Legal provisions, Trafficking,	12		
Revolving Goat raising training	2	Orientation on Sexual and Reproductive health; and other health related issues	7	Training/orientation on women's political rights and participation	1
Sewing machine repairing training	1			Orientation of the project to the school teachers, political leaders, social activists, network and group members	1
Equipment purchase for production of clothes	1	Life skills training	1		
Cart purchased for selling vegetables and fruits	1				
Training on vegetable farming (IPM agriculture, off-season farming, commercial farming, health hazards of chemical pesticides, organic pesticides.)	4				
Soap making training	2				
Total	12		20		2



Outcomes: Achieved

Grant Making Goal # 1 Outcome examples showing stakeholders' capacity to become economically empowered	Grant Making Goal # 2 Outcome examples showing awareness among stakeholders and strengthened Leadership	Grant Making Goal # 3 Outcome examples showing networking and movement building
Women groups acquired skills in goat raising, soap making, Dhaka weaving, sewing /cutting and earned money through those skills.	Women understood the value of monthly savings. Developed skill to conduct program in group	Good relationship with the government officials/entities was built and strengthened network with other like-minded organizations in the community.
Socio-economic status of women was raised after the earning.	Surveillance Group was formed to support the victims in the community. The community became aware to consult Surveillance Group in managing family's conflict.	Women's group formation to work in various social issues at the community level
Women have spent the money in their children's education and household expenses	Women became aware of VAW, Women's Rights, Legal provisions, Trafficking and accessed for justice	Participation and representation of women at local election
Women have built capacity to do monthly savings in cooperatives and saving/credit groups.	Increased women's leadership skills and confidence level and decision making ability enhanced	Women started seeking funds from donors and government. They have created emergency budget to deal with situation arising from disaster and other emergency issues.
Differently abled women started earning money from vegetables and fruits selling	Shift in women's attitude, behavior and thoughts to gender, caste discrimination after attending training and following good practices.	
Saving and Credit groups and Cooperatives have reduced women's dependency on their family members.	Women taking leaderships in communities by holding the positions in different local committees. Elected in local election.	
	Participation and representation of women at local election after leadership trainings	
	Women's group advocated for the budget allocated for women at the ward and municipality level	

Tewa has also provided grants to foster partners' growth as per their needs in enhancing their knowledge and skills of their members/staff, purchasing office equipment and supporting for operational cost, etc. 7 out of 22 grantee partners have benefitted in this area through the grants. The partners were supported on following areas;

- Members trained on organizational development.
- Members trained to develop the mission/vision, goal of the organization with work plan, budget etc.
- Members trained on documentation, financial policies and account keeping.
- Members trained on communication skills.
- Organization supported to purchase office furniture, computers and logistic arrangements.

Interventions for members & staff	# of organization supported	# of stakeholders benefitted
Leadership development training for the members	6	127
Communication skill	1	15
Developing organization's policies	1	9
Account management training	1	5
TOTAL	9	156
Intervention for office use	# of organizations supported & benefitted	
Purchasing office equipment (Furniture, computer & printer)	2	
Brochure publication	1	
Office rent and staff salary for 3 months	1	
TOTAL	4	

Some significant outcome examples showing partners' growth are following;

- Members strengthened their knowledge on organization's work and budget after attending policies revision workshop.
- Grantee members developed confidence and increased participation in meetings /programs
- Grantee partners and members became able to advocate against violence.
- The official documents were well organized in the computer, economized administrative expenses and became independent.
- The publications made grantees easy to introduce themselves and approach stakeholders, donors etc.

Quantity Indicators Observed

Tewa makes impact assessment by using both qualitative and quantitative indicators. A quantitative method is useful in understanding the exact number of stakeholders being benefitted with the projects implemented by grantee groups. Some of the areas where maximum number of stakeholders' impact on grant making goals listed below demonstrate the impacts of Tewa's work.

Collectively these 22 partners have reached up to 2,352 stakeholders through various skill and knowledge based trainings that fall under the following grant goals;

❖ 1288 fall under Tewa Grant Making Goal #1

- 510 women have been reached with the "Revolving Goat" program since 2007 (ongoing 12th round).
- 450 Women are earning from the goats
- 63 women were trained in various income generation skills
- 34 have started earning
- 3 Savings and Credit groups were formed
- 170 women trained in organic farming and 58 women opted commercial farming.



❖ **833 fall under Tewa Grant Making Goal #2**

- 259 women have increased knowledge of VAW and Women's Rights.
- 9 women are leading community level groups and committees
- 8 Surveillance Group established after VAW training
- 12 women became trainers to facilitate others in skill and knowledge based issue
- 520 women educated in Reproductive health care issue.
- 25 women trained in life skill

❖ **44 fall under Tewa Grant Making Goal #3**

- 43 women enhanced knowledge in political participation ,few of them were motivated to registered for the candidates in local election
- 1 woman participant of leadership training held among marginalized *Majhi* community was able to secure ward member position in Bhiman rural municipality of *Sindhuli* district.

❖ **187 fall under Organizational Development**

- 150 women trained in organizational development
- 22 members developed communication skill
- 15 executive members enhanced knowledge on preparing organizational policies

The number wise majority seen in grant making goal # 1 is due to the revolving goat raising project of year 2007 which is still ongoing and running into the 12th cycle. Tewa has equally initiated for goal # 2 and large number of stakeholders are aware about women's rights issues, violence and building women leadership in the communities.

Quality Indicators

Quality (or qualitative) indicator is something that is immeasurable in numbers yet it portrays an indivisible aspect of the holistic impact created by the projects. The qualitative indicators are well discussed with the grantees before implementing the projects. Basically the changes seen in stakeholders' capacity, thoughts and behavior can compare before and after their involvement into the projects. The differences observed into the individuals and groups are the qualitative indicators processing for the changes. It could be seen in the families and communities as well.

Case Story – 4

Ranjana Sharma from Tarkeshower-4 is a teacher in a private school at Gongabu, Kathmandu. Besides teaching, she also handles Extra Curricular Activities in school. She is a member of grantee partner, *Srijansil Mahila Samuha*. She attended a leadership training organized by her organization for their members with Tewa's grants. This training has been a very good learning experience for her. She learned about importance of leadership qualities and skills on managing a group. This training was an eye opener for her. She could reflect on her weaknesses and understand how a leader should present oneself in a group. She is utilizing her learned skills and is practicing them into her role and responsibilities; that has helped her demonstrate her capacity better.

Recently, Ranjana has been appointed as a Gender Focal Person in the school she teaches. She addresses the students' complaints regarding gender issues. She provides counseling to the students and helps them to solve their problems. Ranjana has developed qualities of an active listener and is giving them space to share the problems easily. With this, she has gained trust of her students. Ranjana recognizes that she has developed these qualities and skills after the leadership training. Her level of confidence has increased and she is capable of taking leadership in managing the problems faced by her students.

Indicators	No. of Grantees	Qualitative Change
Confidence	12 partners	Able to speak formally /introduce own self, conducting meeting / program, talking on issues supporting victims, approaching government offices
Leadership	9 partners	Against violence, supporting victims , forming women's groups , mobilizing groups, taking positions in local committees
Knowledge	11 partners	Understood gender equality , patriarchy, reproductive health care, maternity care & nutrition ,chemical free farming for health safety, voting rights ,voice against violence, social and religious discrimination
Ability	15 partners	Built communication, ,facilitation, counseling, and entrepreneurship skill
Capacity	8 partners	Doing commercial farming , mobilizing large number of the members to advocate for women rights and able to influence local government bodies
Good practices	5 partners	Women participation in social activities seen more in the communities. Surveillance groups counseling service to the families and victims. Utilization of local herbs in making chemical free pesticides in vegetable farming projects.
Advocacy and political involvement	6 partners	Raised voice for justice, approached Municipality for women's budget, utilized voting rights, participated in local election and able to take political role.
Women earning and having own control in money	8 partners	Women have earned through selling vegetables, goats and soaps. They manage their savings by themselves.
Self-reliance and independence	9 partners	Women have managed financial need from cooperatives and Saving Credit groups. They became able to make decisions by themselves.
Saving Money	10 partners	Women are the members of Cooperatives and Saving/Credit groups and making monthly savings
Increasing respect	4 partners	Women got respect from the families and communities for having skills and earning themselves
Networking	6 partners	Working with local government, committees, groups and political representatives
Stakeholder involvement	5 partners	Involved in saving/credit groups and surveillance group after training. Participated as the candidates in local election. Other women joined various community development committees.
Philanthropy	3 partners	Members' contribution in building their office, helping violence survivors, orphan children's education, relief materials for earthquake victims. Financial support for road and toilet construction and materials for school. Fund raised to conduct health camp, training.

The numbers of indicators mentioned above are the examples of qualities that cannot be measured in numbers but they have shown positive impacts on stakeholders' personal and organizational growth.

The qualitative indicators in majority have shown their acquired ability. 15 out of 22 partners have experienced their development of ability in formal communication, facilitation of training sessions, counseling survivors and development of entrepreneurship skill to manage their businesses.

Stakeholders of 12 partners have boosted their confidence in speaking, conducting meeting/ program, talking on various issues, supporting victims and approaching government offices. Similarly, stakeholders of 11 partners have built the knowledge in various issues they were trained on. 10 partners have cooperatives and savings credit groups, so the women members have monthly savings which has been a big source of financial security for them. 9 partners have reported their development of leadership quality and self-reliance/independence. 8 grantee partners have carried out various income generating activities from which women are earning and managing their savings. The capacity to arrange movement, advocacy and influence local government is an important quality found among 8 grantee partners and few of them have capacity to sustain themselves through commercial farming. 6 partners have built up good network with other stakeholders like local government, local committees, groups and political representatives in the community and have worked together. The quality of advocacy and political involvement is also observed among 6 partners who have raised voice for justice, approached Municipality regarding budget for women, utilized voting rights and filed for candidacy in local election. Stakeholders of 5 grantee partners have been involved in various local groups, committees and political activities after they received the trainings.



The other type of qualitative change was observed in 'good practice' that was found in 5 grantee partners who have started following new trend/methods from the projects. The major one is increasing women's participation in social activities, trust on surveillance groups for counseling service and another in agriculture where stakeholders are using local herbs in making chemical free pesticides for use in vegetable farming projects.

Though minimal, stakeholders of 4 partners have experienced changes in gaining more respect from family and community after they became economically supportive. The exciting qualitative indicators of philanthropy was also reported by 3 partners who have adopted Tewa's fundraising ideas and have carried out community philanthropy by supporting children and women with materials and supporting the local authority with donation for construction of road and toilets in the village.

Tewa has been supporting grantee partners in identifying qualitative and quantitative indicators as per the projects' interventions and measuring them through the changes seen in outcomes.

Achievements

Many achievements have been made by Tewa's partners through implementation of the projects. Achievements were both recorded in qualitative and quantitative forms. All 22 partners have reported 89 achievements which are mostly common but some are different. Each partner has 4 achievements on an average. Some of the key achievements are mentioned below:

- 510 women who have goats are feeling secure since they are financially independent.
- 170 women have gained knowledge in pesticide free farming, able to protect their health and do organic farming. Many of them are generating income from commercial farming. Women have developed many new skills and earning through the skills.
- Women's saving and credit groups enabled them to make decisions in terms of finances and taking loans for establishing small businesses.
- The surveillance groups formed by partners made it easy to approach the communities immediately.
- Awareness on health care, various life threatening diseases such as breast and uterus cancer was awareness raising for women to know cause and affects with remedies. Some women learnt skills to manage lifestyle and reduce stresses from life-skill training.
- 10+ grantee partners could influence the local government to access fund, health care facilities and justice for the victims.
- Stakeholders built knowledge on various issues, violence, reproductive health, legal and voting rights etc.
- Partners have formed Surveillance Groups to assist the victims.
- Violence victims are motivated to access justice. 2 grantee partners have solved 25 cases of violence.
- A girl child was reintegrated back to her family by one of the grantee partners.
- Grantee partners have generated 12 resource person to facilitate VAW and leadership issues.
- Partners have developed positive thought in stakeholders to respect single women, widows, disabled.
- 156 members and staff of grantee partners are empowered with skills and knowledge on policies, leadership, communication and accounting area and fight for their rights.
- Most of the new grantees have increased visibility in the community due to their active engagement in various projects. 3 Projects, within a short time, have managed to provide knowledge and information to women on their political participation and motivated 7 women to give candidacies in local election where 1 woman was successful to be elected to hold a position in the ward.
- The network with the local government at ward level and municipalities has been strengthened by many grantee partners.
- Most importantly, 3 projects have started a shift in thought of community philanthropy to sustain themselves.



Enabling Factors of the Projects

The partners experienced a number of enabling factors that helped in some ways to make the programme successful. Some of the enabling factors mentioned by the partners are:

1. 4 evaluated projects have considered Grantee's effort , participants' interest and trainers' delivery skills as an enabling factor
2. 1 evaluated project's enabling factor was Good network and rapport with local bodies and other agencies.
3. Support of local authorities, community leaders and health post members was an enabling factor for 2 projects.
4. Effective follow-up and coordination with concerned stakeholders was also an enabling factor for 1 project.

Tewa's grant as a Contribution

Tewa's grant is primarily a contributory element to the grantee partners to support their organizations and women in their communities. The contribution has proven to be a motivational factor for their organizational growth and to possess a source of skill, knowledge and income for their stakeholders. The 12th cycle of goat revolving project ongoing in *Okhaduhunga* is a good example of Tewa's contribution for the stakeholders and organization, where both are benefitted by creating a good source of income and collectivizing the women in their community. Tewa has reached out to the marginalized women in different communities and has encouraged them to access their rights. Tewa's grants have created space for the women in their communities, and have supported to voice their rights. The grants of these 22 projects were a source of motivation for women to enhance their qualities, develop their capabilities, earn their living with dignity and become independent in seeking other resources necessary for them to progress further.



Challenges Faced by the Grantees

Tewa's Rights Based, Feminist, Appreciative Inquiry sees challenges positively as learning opportunities for more impactful projects in the future. Therefore, it is imperative to acknowledge, discuss and analyze challenges, partners' strategies in managing challenges.

4 out of 22 partners had cited budget constraint as one of their challenges where they had problems in managing more participants with lunch and stationaries, providing transportation and logistics arrangements. There was transportation and mobility challenges faced by 2 partners. Other major challenges cited were participants irregular in training, faced by 3 partners, mismanagement of the

partners in organizing trainings by other 3 partners, lack of resources such as adequate manpower, service and second line leaderships were the challenges for 3 other partners. Similarly, the stakeholders being less educated, late coming habits and expectation of allowances were the challenges for 3 partners. Lack of raw materials, competitive marketing were also challenging for 2 partners producing organic vegetables and soaps. The other challenges such as threat was faced by 2 partners engaged with VAW projects and challenge for 1 partner working with disability was lack in designing disable friendly cart to sell vegetables and fruits.

Partners had adopted a number of strategies to deal with the challenges they have faced. Transportation/mobility issues were dealt with either by negotiating the price with the transport agency or choosing participants of close vicinities. Alternative resources and raw materials were collected where possible to deal with the challenges on insufficient resources. The partners have learned a lesson on budget formulation and felt a need to work hard in future. Extra seats and accommodation were provided to the outnumbering participants where possible and some partners assured to conduct next training session in the cases where additional participants could not be accommodated. Patience, gradual work, trust and relationship building with the secondary stakeholders were strategies adopted by the partners to deal with the backlashes and adverse environment they had to face during project implementation.

Challenges faced by the partners	
Transportation/mobility	2
Lack of raw materials	3
Marketing competency	2
Budget constraint	4
Participants irregular in trainings	3
External Factors (community's environment)	1
Threats from perpetrators	2
Adverse weather, monsoon	2
Lack in disability friendly tool	1
Lack of resources (service, human resource ,leaderships)	3
Mismanagement	3
Less active members/stakeholders	3
Others (late coming habit of the participants, convincing uneducated women groups and expectation for allowance)	3

A thorough analysis and understanding of challenges led to two prospects; the grantees got good opportunity to enhance their capacity on managing the challenges that impacted their growth and for Tewa these challenges can be utilized as learning experiences to revise the future interventions.

However, some challenges such as marketing/raw materials, mismanagement and transportation are interlinked and partners need to be aware during project planning. Tewa could remind them of these issues during proposal screening process.

The sharing of all challenges experienced will help in minimizing the risk for future projects. Fostering inter-group learning among the grantee partners will be a good activity that Tewa can incorporate into the grantee capacity building activities.

RECOMMENDATIONS

- ❖ Grantee partners need to be educated on Tewa's LM&E model to understand approaches and implement projects effectively.
- ❖ The involvement of secondary stakeholders (men's groups, youth and local leaders, service providers etc.) in awareness trainings will be effective to create space for women within their families and communities.
- ❖ Feminist principle is not easy to address in the communities due to negative interpretation of the sense. It can be addressed gradually through a series of orientation and trainings on gender awareness.
- ❖ LM&E training or orientation is very important for the grantees to identify indicators of their projects and observe the outcomes. They will understand the approaches and enhance their report writing skill.
- ❖ It is essential to support successful Tewa grantees for multiple consecutive years so that their projects can continue and have more time to achieve visible changes at individual, community and systemic levels, and to successfully build a women's movement and campaigns as per Tewa's 3rd grant making goal.
- ❖ Tewa's LM&E unit requires more advanced software solutions in order to adequately and efficiently document data and facts, given the current human resources.
- ❖ Grantees need to build capacity on report writing skill with basic focus on the components that is required in the frameworks. They do need to be aware on financial part of report and submitting the supporting documents as bills, vouchers and contracts, tickets as far as possible.
- ❖ Budget has been a major constraint to many partners to manage project's activities. Tewa and grantees both need to work out on this part and make final budget to lower the risk affecting trainings/events.
- ❖ Risk mitigation strategy needs to be developed during project formulation period.



MAPPING Tewa's THEORY OF CHANGE

WHEN WOMEN STRUGGLING WITH POVERTY, MARGINALIZATION AND INVISIBILITY ORGANIZE COLLECTIVELY, THEY AMPLIFY THEIR VOICES, STRENGTHEN THEIR LEADERSHIP AND OVERCOME INJUSTICE. OUR ROLE AS TEWA IS TO SUPPORT SUCH GROUPS OF WOMEN BY FUNDING THEIR INITIATIVES, ENHANCING THEIR CAPACITIES AND CONNECTING THEM TO OTHER GROUPS, NATIONAL INITIATIVES AND PROCESSES

Based on Tewa's Theory of Change, majority of the stakeholders involved in 22 projects have been empowered with information, knowledge, skills, earnings and capacity. Some grantee partners are also supported for their organizational development by supporting them with office equipment, enhancing documentation skills and quality enhancement of their leadership.

The grants have brought profound changes in the lives of women and transformed their lives to own their personal source of income, skill and knowledge. The number of interventions, outcomes, qualitative and quantitative data (pages 13 to 18) indicate how Tewa's Grants have motivated marginalized and vulnerable women for the positive changes in their lives.

Four newly established organizations formed by indigenous and marginalized women were in need of their organization's promotion and mark their presence in their communities. The projects they implemented through Tewa's Grants established them in their communities in *Ramechap, Kavre* and Kathmandu districts and were able to make their presence felt. They have become an active organization in their respective communities. These new grantee partners have unified women's groups, provided space to acquire skills and encouraged them to become independent. Many other grantees also have collectivized women through cooperatives and saving/credit groups.

Improved socio-economic status of the stakeholders is a key outcome that has helped women to overcome poverty with their earnings from goat rearing, vegetables farming, tailoring and other products. Most of the women were able to buy stationeries for their children and were able to pay tuition fees of their children. Women were able to carry out monthly savings from their own earnings. All these outcomes reflect Tewa's initiation on uplifting women's socio-economic status through the grants.

Tewa has funded 12 projects for income generation initiatives out of 22 projects included in this report. 510 women were involved in revolving goat farming, 63 women in other skills (soap making, machine repairing, tailoring) and 170 women in organic farming. Total of 743 women were supported to overcome poverty through these interventions.

Tewa has funded partners' initiatives on creating awareness on advocacy for the rights and justice. To achieve those changes, 24 interventions were carried out in awareness trainings and 804 women were made aware on their rights, reproductive health and violence against women with legal remedies. This has shown major changes at individual's personality as well as their families and in their community level too. That could be seen through radial cycle diagram on Domains of Change (page 10) that manifest that all 22 projects have cited the changes at individual level, then partly at family and at community level. The systemic level change is really challenging for the community based women's organization but 2 out of 22 projects have influenced local authorities in obtaining budget and creating

space in decision making role to provide justice for the violence survivors. Grants for awareness raising training have also encouraged for women's political participation and representation at local election, where 7 women have filed their candidacies for local election and a woman from Majhi community succeeded to be elected as a ward member in *Ramechap*.

Tewa has supported partners' initiative on strengthening leadership quality and has involved 127 stakeholders on such trainings. Stakeholders of 9 grantee partners have developed their capacities on forming groups, mobilizing them to raise awareness on the violence against women and representing various local committees.

Stakeholders of 15 grantee partners have acquired new ability on communication, facilitation, counseling service and entrepreneurship skill. Tewa's grants have shown a good initiative for confidence building of the stakeholders of 12 partners. 6 grantee partners became able to advocate for justice, approached Municipality for budget for women and to organize campaign regarding awareness on voting rights and for women's political participation. The projects have influenced local authorities and stakeholders to listen to their voice for the rights and justice. The grantee's skill on solving 25 cases of violence is an evidence of growing capacity and trust in the community. Looking at national level networking, 6 partners have worked with local government, committees, groups and political representatives.

The outcomes of the projects are much more close to the assumptions expected to see after project implementations. The common assumptions of 12 income generation projects were about women's earning, monthly savings, support for children/families, confidence building etc. All these have been achieved by the projects according to their outcomes. Similarly, the leadership and organizational development trainings were designed with assumptions to increase women participations in communities' groups and committees. 9 women members from 6 organizations became able to be members of different committees at decision making roles. The common assumptions of VAW, Women' Rights and Legal rights training held by 14 projects were to encourage women to disclose cases, approach grantee and access justice. Half of the grantee partners have achieved outcomes on disclosing problems, forming surveillance groups and victims accessing to justice.

The main objectives of the interventions are to bring positive changes in the stakeholders. The interventions carried out by grantees in 22 projects were found effective in many projects. However, in few cases, due to lack of logistics arrangement skills, participants' problems regarding punctuality, literacy, difficulty in approaching an appropriate resource person as per their need and other technical reasons, some interventions could not be effectively implemented. 2 out of 22 projects were observed less effective due to those reasons. Remaining grantee partners have put their best effort to implement the projects successfully. The interventions for socio-economic empowerment have supported women to overcome poverty and gradually collectivize for their rights and justice. The organizational development interventions funded for the projects were very effective in the grantee partner organizations' growth regarding developing their policies, enhancing management and communication skills and organizing documentation works and enhancing leadership qualities amongst the members.

Overall, the **Theory of Change** has shown that the stakeholders have achieved the desired outcomes. The women have achieved means of income source, knowledge and support system to get justice for violence and many other got opportunities to sharpen their leadership qualities from the projects. To achieve these outcomes, 22 projects implemented various interventions on income generation, capacity building and awareness activities. The women participants and grantee members have been benefitted for personal growth directly and indirectly to families with new capacities and are enabling

for the change in communities. The data and facts analyzed from these 22 projects have articulated for the positive changes in women and their organizations.

Project Specific Lessons – Learning for Grantee Partners

❖ On Awareness

- ◆ The awareness raising training has enhanced the knowledge on women on issues. It was very informative for the participants to solve problems and access for the remedies for health and violence related issues.
- ◆ Community women are less aware on reproductive health issues. They need to be educated through trainings but the health camps and follow up meetings need to be done regularly.
- ◆ The awareness training on women political participation was a motivational activity for women to encourage for their political participation and voting rights.
- ◆ The awareness trainings on violence against women have collectivized women to form surveillance groups in the communities.

❖ On Dhaka weaving

- ◆ There is growing demand for Dhaka products like muffler, topi (men's cap), handkerchiefs and clothing piece in the community.
- ◆ Dhaka weaving women can sale items to the local people and make good earning but able to meet the demand.

❖ On Farming

- ◆ Goat farming is a good source of income for women and easy to manage.
- ◆ The baby goat lending mechanism is very effective to bring women together for their growth.
- ◆ IPM (Integrated Pest Management) method taught in training has been a good learning for farmers to grow organic vegetables and to avoid health hazard of chemicals/pesticides.
- ◆ Women can produce much more vegetables by preserving them from the insects and diseases with local homemade pesticides.

❖ Counseling

- ◆ Counseling youth is important activity to prevent from human trafficking
- ◆ The Surveillance Group counseling is effective to manage conflict between the families and survivors. It can minimize the cases of violence.

❖ On Organizational Management

- ◆ All the members need to be equally involved and responsible for organizational growth
- ◆ Leadership skill has taught many skills to manage office work
- ◆ All the members should know the organizational Policies and strategies to avoid confusions and conflict.
- ◆ Community philanthropy is a good approach to sustain organizations.

Collective Lessons – Learning for Tewa

❖ On Approaches

- ◆ The partners are slightly aware on Rights Based Approach and are following some elements but they are less aware on Feminist Principles.
- ◆ All the partners have used at least one component of the Rights Based Approach. Some of the elements of RBA still need to be adopted by the grantee partners.
- ◆ As women organizations, the grantee partners need to build their knowledge on Feminist principle to adopt in their working culture.

❖ On Domains of Change

- ◆ The grants have mainly impacted at individual level. The numbers of partners impacting on other domains are low and systemic level change is the lowest (2 out of 22) because of the stakeholders' capacity. Tewa needs to support more for advocacy and networking initiatives of the grantees.

❖ On Indicators

- ◆ Tewa can grow in the number of initiatives and stakeholders involved in grant making goal #3: to "strengthen movement building so that there is a critical mass of women that can participate, advocate, and influence and strengthen politically." It can provide support to its partners to think bigger and conceptualize projects that have a wider sphere of influence when it comes to network building.

❖ On Enabling Factors

- ◆ Grantee partners' commitment, team work and skill are essential in successful implementation of the projects.
- ◆ Involvement of secondary stakeholders adds value in the projects in its effective implementation and sustaining further. Tewa can encourage grantee partners to do this in future.



CONCLUSION

The Learning, Monitoring and Evaluation Unit in Tewa has systematized the overall monitoring and evaluation process of Tewa's grants. It is a process based monitoring and evaluation that the Unit organizes through phone calls, follow ups and field visits. The Unit has set-up the strategy to do process monitoring of current grants and evaluation of the past projects. The LM&E work is gradually getting systematized on organizing field and table work.

Tewa's Learning, Monitoring and Evaluation Unit is following more professional approaches in maintaining transparency and accountability towards Tewa's donors/contributors through the proper documentations of these projects. It has been a good source of knowledge with recommendations and advice to the Grant Making department for mapping lack and gaps in the interventions. The Unit is focused on maintaining the current system and strengthening advanced skill and knowledge in disseminating more reliable data and facts in future.



References:

1. Strategic plan /Theory of Change
2. Compilation of 22 frameworks
3. Grantees reports

This report was compiled by Tewa's Learning, Monitoring and Evaluation Unit

~ July 2018 ~