

「尼泊爾廓爾克縣(Gorkha)糧食安全及生計支援計畫」 結案報告

人道援助處
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目錄

一、計畫摘要	3
(一)計畫編號	3
(二)計畫名稱	3
(三)計畫領域	3
(四)執行地點	3
(五)計畫期程	3
(六)執行單位	3
(七)計畫金額	3
(八)摘要說明	3
二、計畫設計與執行評核	3
(一)計畫設計階段之相關性	3
(二)計畫內容及執行方式說明	6
(三)撥款情形	8
(四)採購作業	9
(五)顧問與廠商之履約情形	9
(六)借款人或執行單位之績效	9
三、績效評核	10
(一)相關性	10
(二)效能	13
(三)效率	15
(四)韌性	16
四、整體評價與建議	17
(一)整體評價	17
(二)所獲經驗	19
(三)建議	20
附件一、計畫績效評核評分表	22
附件二、計畫執行情形一覽表	33
附件三、執行單位之結案報告及財務明細表	38

尼泊爾廓爾克縣(Gorkha)糧食安全及生計支援計畫結案報告

一、計畫摘要

(一)計畫編號:N/A

(二)計畫名稱:尼泊爾廓爾克縣(Gorkha)糧食安全及生計支援計畫

(三)計畫領域:農業

(四)執行地點:尼泊爾廓爾克縣(Gorkha)

(五)計畫期程:104 年 12 月 1 日至 105 年 11 月 30 日

(六)執行單位:國際關懷協會尼泊爾分會(CARE Nepal)

(七)計畫金額:500,000 美元

(八)摘要說明:

104 年 4 月 26 日及 5 月 12 日尼泊爾發生 7.8 級與 7.3 級之強震，造成該國超過一億美元之農損，其中廓爾喀縣為本次重災區之一，當地災民之糧食安全及生計遭受嚴重威脅。本會爰與國際關懷協會尼泊爾分會(CARE Nepal)於 104 年 12 月 1 日至 105 年 11 月 30 日(為期 12 個月)合作執行旨揭計畫，協助該縣中 4 村莊 Khoplang、Chhoprak、Gankhu 及 Harmi 至少 850 戶受地震影響之脆弱家戶得以恢復基本生計；並提供耕種訓練、強化目標區域之市場連結，改善市場機制及強化社區恢復能力，以維持糧食安全。

二、計畫設計與執行評核

(一)計畫設計階段之相關性

1. 計畫來源

104 年 4 月及 5 月，尼泊爾分別遭遇芮氏規模 7.8 級及 7.3 級之強震，接連之強震使尼國人民遭受巨大之傷亡及財產損失。地震摧毀了農地、損害了農民及農業僱工之收入、更破壞了脆弱家戶本為有限之畜牧資產。兩起地震造成尼國農業超過一億美元損失，包括 13 萬噸食物與儲備糧食、牲畜及農具毀損。

另依據美國國際開發署(USAID) 104 年的資料顯示，在地震之前，尼國已約有 50%的人口營養不良，而 5 歲以下兒童中有近一半長期營養不良，故地震對災民營養情況更是雪上加霜。

本次計畫目標區域廓爾克縣係地震受災最嚴重之區域之一，該縣亦為尼國農業縣並為穀類作物主要產區，除供應縣內需求量外，也供應至尼國其他區域；惟在地震後，縣內 22 個 VDC(Village Development Community) 轉為糧食高度不安全狀態，另 Food Security Cluster 成員與尼國政府、國際糧農組織(Food and Agriculture Organization, FAO)共同完成之「重災區農業及生計影響評估報告」亦指出，在 11 個地震災損最嚴重的區域當中，廓爾克縣的糧食消費指數(Food Consuming Score, FCS) 最低。

廓爾克縣農戶 80%為女性，地震後造成房舍倒塌、農作物、家畜及人員損失，使家戶失去糧食來源。在缺乏種子、家畜、耕種技術及對外市場連結等問題下，以農業及畜牧為主要生計來源之農村地區家戶，糧食及生計安全均受到嚴重威脅。

為改善前述情況，本會與國際關懷協會尼泊爾分會(CARE Nepal) 啟動為期 1 年之「尼泊爾廓爾克縣(Gorkha)糧食安全及生計支援計畫」，旨在透過提供作物栽種訓練、強化目標區域之農產市場連結，改善市場機制及強化社區恢復力等方式，達成至少 850 戶受地震影響之脆弱家戶得以恢復基本生計。

2. 本會策略之相關性

本計畫係呼應我友好國家發生重大災害之救助需求所推動，亦符合本會「加強國際合作，增進對外關係，以促進經濟發展、社會進步及人類福祉」之設置宗旨。

本計畫專注於糧食安全領域，符合本會五大優先領域之農業領域範疇，且本計畫旨在恢復計畫區域之農業活動，同時建立農民與市場之連結，以確保作

物可維持農民生計進而提供經濟收入，計畫目標符合本會策略之具體方案「藉改善農業活動附加價值改善農民生活」。另透過計畫建構當地人員之能力，與本會業務推動之方向一致。

3. 計畫是否符合夥伴國家發展策略

尼泊爾政府因應震災，成立了國家重建局(Nation Reconstruction Authority, NRA) 以領導重建相關工作，促使區域發展及恢復居民經濟與生計，並重新建立生產部門，其目標之一是通過振興生產部門來創造就業機會和強化生計。

本計畫透過發送牲畜及農業資材投入等方式，為家戶提供了更多元之恢復經濟機會，包括鼓勵小規模生產模式、提升促進營養及具韌性生產方式之知識、透過以工代賑創造臨時就業機會、恢復灌溉設施、加強與市場聯繫等，與尼泊爾國家重建局之重建目標相輔相成。

4. 介入邏輯

104 年 4 月及 5 月，尼泊爾接連發生芮氏規模 7 級以上之強震，至同年 9 月各界所提供之援助資金缺口約 4 億美元，爰為協助我友好國家之災後復原需求，並運用我國比較優勢項目及強化國際合作夥伴關係，本會在美國國際開發署-國外救災辦公室(USAID/OFDA)之引介下，與 CARE Nepal 合作推動本計畫，另外外交部責成本會運用我國尼泊爾賑災專戶善款 50 萬美元執行，以發揮運用賑災善款彰顯我國為一國際人道援助提供者之形象，並為我國發展與尼泊爾關係注入正向能量等效益。

尼國政府成立國家重建局(NRA)統籌本次災後重建及外界援助，惟實際救援工作仍多仰賴國際組織及國際非政府組織之協助；CARE Nepal 迄今已於尼泊爾執行業務 39 年，動員能力強且深入各社區，與該組織合作有助於本計畫之推行。另鑒於農業為我國之專長領域，本計畫亦派遣園藝專家直接參與計畫之第一線執行。

(二)計畫內容及執行方式說明

1. 計畫內容

(1) 計畫成果

廓爾克縣中至少 850 戶受地震影響之脆弱家戶得以恢復基本生計，進而建立對外市場連結機制以維持糧食安全。

(2) 計畫產出

- I. 廓爾克縣中至少 850 戶受地震影響之脆弱家戶之農業生計得以恢復。
- II. 強化目標區域之市場連結，改善市場機制。
- III. 強化社區恢復能力，並提供耕種訓練。

2. 計畫人員配置

依據尼國政府規定，國際非政府組織皆須和尼國當地非政府組織合作執行計畫，以建構渠等能力。本計畫於駐地係由 CARE Nepal 與當地非政府組織 Shree Swanra Integrated Community Development Center(SSICDC)共同推動，CARE Nepal 在尼泊爾執行業務已有 39 年，在全國 75 縣中之 60 縣執行計畫，至 105 年底除了 Country Director 1 人為外國籍，其餘皆為本國籍員工，該會共有 12 人執行本計畫。

SSICDC 曾在廓爾克縣 42 個 VDCs 執行計畫，計畫領域涵蓋糧食安全、健康、女性賦權及氣候變遷與生態保育等，相當廣泛，該組織共有 9 位人員執行本計畫。另本會亦於 104 年 7 月派遣園藝專家協助計畫執行與監督 2 個月。

3. 計畫執行情形

(1) 計畫產出

本計畫所訂產出共有 3 項，其中第 1 項為「使廓爾克縣中至少 850 戶受地震影響之脆弱家戶之農業生計得以恢復」，此產出中有關農業資材、工具及牲

畜投入等項目成效良好，共 850 個農戶受益於農業資材如種子、種苗、農業器具以恢復生計，且最終總實際受益戶數達 1,345 戶（含 850 戶獲得農業相關支持、496 戶獲得圈養牲畜相關支持、另 1 戶兩項皆有），超出原預定受益戶近 1.6 倍，嘉惠更多災民。惟在受益戶對計畫所提供資材之適切性及品質面向而言，因地震後尼國市場資源及可選擇資材有限，爰滿意之受益戶比例（66%）較預定目標（80%）稍低；在家戶透過銷售由本計畫投入資源所生產之農產品或圈養牲畜生產所得收入部分，由於計畫時程相對較短，未達收成階段，爰合作單位表示尚無法評估；但據本會考察團於現地與農民訪談時，多數受益戶已透過訓練得以提升棚架耕作、育苗及使用有機肥等技術，使蔬菜產量明顯增加，亦透過販售自足所需以外之蔬菜邁向商業化，業獲得 8,000 盧比至 60,000 盧比(80 美元至 600 美元)不等之收入。另在聘用家戶以工代賑方面，原預定聘用 1,100 家戶，部分獲聘家戶因計畫需要工時延長，爰最終聘用 609 家戶(詳如附件二)。

第 2 項「強化目標區域之市場連結與改善市場機制」項目中，共建造兩座蔬菜集貨中心，由於震後市場功能性不彰，致使蔬菜集貨中心扮演更重要之角色，使農戶對於市場可近性至少達成 43%、另在農民委員會成員參訪及接受訓練等項目之成效均佳，惟在農業資材商及營業證訓練等項目中，因縣政府農業局(District Agriculture Development Office, DADO)為唯一 1 個經認證能夠提供此類型訓練之政府單位，而其僅提供 8 個名額予本計畫，故連帶影響本計畫規劃資材商及農民團體管理階層等之訓練人數及效果。

第 3 項「強化社區恢復能力，並提供耕種訓練」項目中，許多計畫活動均超出預期目標，例如進行汲水訓練及有效利用水資源的人數從目標之 500 人提升至 529 人、小型灌溉設備及蓄水池利用之可近性從 500 戶提升至 850 戶，高於原定受益戶 1.7 倍、受益於培育訓練的弱勢農戶數量亦上升近原目標之 1.8 倍、家庭菜園技術強化之受訓人數自 500 人提升至 587 人、家戶獲得農藥商、獸醫、農業及畜牧專家之協助比率從目標之 20%提升至 68%，整體而言，此產出之項目成效均相當出色，惟在農民回報應用有效耕種方式提升產

量之項目表現不如預期，其係因種子分配時期為 7 月至 8 月間，考量到作物之栽種適期不同，許多作物於計畫結束時仍未達收成階段，爰影響評量表現。

(2) 計畫成果

本計畫之核心目標係使廓爾克縣中至少 850 戶受地震影響之脆弱家戶得以恢復基本生計，進而建立對外市場連結機制以維持糧食安全，其中第一項指標「至 2016 年 10 月止至少有一穩定生計來源以達成家計單位糧食需求的家戶比率」預計有 80% 的家戶能夠達成，即 680 戶，最終計畫受益總家戶數提升至 1,345 戶，提升生計及糧食安全的家戶比率為 58%，即 780 戶，實際上已高於原目標之 680 戶。

此次地震嚴重影響廓爾克縣內之市場功能，市場未能完全發揮作用之程度超過預期，間接影響到家戶在對於市場資產之可近性，爰在第二項指標「80% 目標家戶提升對社區市場資產之可近性」之表現上相對較弱，但透過蔬菜集貨中心之建立，至少達 43%（倘以原目標 850 戶計，則達 68%），係未來仍可強化之處（詳如附件二）。

(三) 撥款情形

1. 撥款

Care Nepal 與本會簽署合作備忘錄，計畫經費共計 50 萬美元，雙方同意於簽約後由本會撥付第一期款（25 萬美元）予 Care Nepal，另於 Care Nepal 繳交第二次季報表後撥付第二期款（20 萬美元），其餘尾款（美元 5 萬美元）於本年收訖 CARE Nepal 請款函及結案報告與財務報告後撥款。

2. 經費運用

本計畫經費由 CARE Nepal 按規定運用並管控各項支出，包括計畫執行相關活動及訓練費、材料費、人事營運費及事後評核費用等，共計花費 464,034 美元，而剩餘款計 35,966 美元部分，經本會報請外交部同意 CARE Nepal 使

用於重建目標區之社區灌溉溝渠、購置耕作使用之塑膠棚及小型灌溉設施予農民。

(四)採購作業

本案 CARE Nepal 業依該組織採購標準辦理各項採購作業，提出採購申請單時由採購團隊在不同廠商間收集報價並匯總分析，在選擇過程中，對樣品價格進行驗證與比較，最終選出最佳價格與品質均優之商品供應商。

(五)顧問與廠商之履約情形

本計畫相關顧問與廠商除了本會派遣之園藝專家，其餘均由 CARE Nepal 在當地僱用，由 CARE Nepal 監督顧問及廠商履約，整體作業情況良好。相關顧問及廠商工作內容如下：

顧問/廠商	工作內容
農業動物科學研究所、農業暨森林大學	給予計畫不同訓練模式之諮詢、進行計畫評估與研究。
本會派遣園藝專家	作物栽培指導、病蟲害防治藥劑製作教學、堆肥製作教學、市場價格分析、牲畜分配監督。
農業資材商 (Finances Private Limited)	提供作物種子予計畫目標受益戶。
契約工、運輸工、技術工	運送貨物及提供勞務。
SSICDC	與 CARE Nepal 合作推行區域計畫活動。
外部顧問	進行計畫期初基線及期末數據調查報告，其中基線報告作者為具臺灣農業博士學位之尼國農業部官員。

(六)借款人或執行單位之績效

本計畫係呼應我友好國家發生重大災害之救助需求所推動，由外交部責成本會

運用我國尼泊爾賑災專戶善款執行，由該專戶出資計畫所需經費 50 萬美元，計畫執行之各利害關係人並無借貸關係。

CARE 經由對資材市場之預先調查，減少不必要之成本消耗，使最終計畫執行完成後仍尚有部分剩餘款，剩餘款亦經本會核准後再度回饋到計畫本身，使農民受益。

本計畫原訂目標受益戶為 850 戶，最終達到 1,345 戶，受益戶得以達成短期及中期之糧食安全及生計需求。另在此計畫執行期間遭遇印度禁運政策長達 4 個月，致使燃料、資材及運輸等受到阻礙，但 CARE Nepal 有效地運用當地現有資源，例如以柴火取代家庭瓦斯之使用，並從其他地區進口石油等，將資源依重要性進行妥善分配，具彈性化的計畫執行策略，在計畫結束前完成各項活動，為計畫帶來正面效益。

三、績效評核

(一)相關性：平均 4.44 分，良好

1. 計畫介入邏輯：

- 本計畫設計與規劃執行與尼泊爾政府因應震災成立之 NRA 的目的宗旨相互輝映，亦符合該國中長期國家發展目標：促使區域發展及恢復居民經濟與生計，並重新建立並振興生產部門以創造就業機會及強化生計。
- 本計畫係呼應我友好國家發生重大災害之救助需求所推動，亦符合本會「加強國際合作，增進對外關係，以促進經濟發展、社會進步及人類福祉」之設置宗旨。此外，雖我國於尼泊爾未設置代表處，但透過本計畫將可提升我國能見度，強化並擴大我國國際參與，另外外交部責成本會運用我國尼泊爾賑災專戶善款 50 萬美元執行，NGO 國際事務會及外交部亞東太平洋司亦於本計畫核定階段協助計畫審核及提供相關建議，以發揮運用賑災善款彰顯我國為一國際人道援助提供者之形象，並為我國發展與尼泊爾關係注入正向能量等效益，與本會各項策略及目標高度相關。

- 本計畫專注於糧食安全領域，符合本會五大優先領域之農業領域範疇，且本計畫旨在恢復計畫區域之農業活動，同時建立農民與市場之連結，以確保作物可維持農民生計進而提供經濟收入，計畫目標符合本會策略之具體方案「藉改善農業活動附加價值改善農民生活」。另透過計畫建構當地人員之能力，與本會業務推動之方向一致。

2. 計畫一致性:

- 本計畫緣起自 104 年尼泊爾接連遭遇之芮氏規模 7.8 級及 7.3 級之強震，使尼國人民遭受巨大之傷亡及財產損失。本次計畫目標區域廓爾克縣係地震受災最嚴重之區域之一，該縣係尼國農業縣並為穀類作物主要產區，除供應縣內需求量外，也供應至尼國其他區域；惟在地震後，縣內 22 個 VDC 轉為糧食高度不安全狀態。

廓爾克縣農戶 80% 為女性，地震後造成房舍倒塌、農作物、家畜及人員損失，使家戶失去糧食來源。在缺乏種子、家畜、耕種技術及對外市場連結等問題下，以農業及畜牧為主要生計來源之農村地區家戶，糧食及生計安全均受到嚴重威脅，本計畫目標受地震影響之脆弱家戶得以恢復基本生計，進而建立對外市場連結機制以維持糧食安全，爰計畫核定時計畫設計確符合目標群體之需求。

- 本計畫結案時，已有近 60% 目標區域的家戶擁有至少一種生計來源，可達成家戶生計需求，符合夥伴國成立 NRA 之目標：使區域發展及恢復居民經濟與生計。

- 在計畫產出部分，結果顯示在強化社區能力與提升耕種技術項目成果相當良好，灌溉設施及蓄水池之建立大幅度提升了家戶對於農業用水可近性，脆弱農業家戶經過農業及畜牧相關訓練後均獲得極大的幫助，如近 600 個家戶接受訓練並建立家庭菜園，促使 92% 家戶蔬菜消耗量大幅提升，且有 68% 的家戶收到來自農藥商、獸醫、農業及畜牧等相關協助。

在計畫成果部分，以協助目標家戶取得至少有一穩定生計來源而言，實際受益家戶數 780 戶高於預定目標數 680 戶，嘉惠更多災民；而在市場可近性方面，因計畫係在緊急階段下所設計，成果指標設定較高(80%的家戶增加市場可近性)，然而市場損毀程度超乎預期，使市場可近性之提升程度低於預期。

3. 計畫設計品質：

- 本計畫能有效辨識利害關係人，在計畫設計時業與執行單位、實施單位、尼國政府相關單位[主要為國家重建局 NRA、縣政府農業局(District Agriculture Development Office, DADO)及畜牧局(District Livestock Support Office, DLSDO)]溝通協調，使計畫能廣泛徵詢各方意見；DADO 係唯一提供官方農業資材商認證訓練之機構，其亦負責尼國內各援助單位訓練名額之分配，本計畫共獲得 8 個名額，為間接影響產出結果之原因。
- 本計畫係由 CARE Nepal 與當地非政府組織 SSICDC 共同推動，CARE Nepal 在尼泊爾執行業務已有 39 年，在全國 75 縣中之 60 縣執行計畫，至 105 年底除了 Country Director 1 人為外國籍，其餘皆為本國籍員工，動員力極佳並與尼國官方互動良好，且深耕於當地社區並熟捻當地文化，該會共有 12 人執行本計畫；SSICDC 曾在廓爾克縣 42 個 VDCs 執行計畫，計畫領域涵蓋糧食安全、健康、女性賦權及氣候變遷與生態保育等，相當廣泛，該組織共有 9 位人員執行本計畫，在計畫相關採購方面，CARE Nepal 依照其採購標準辦理各項採購作業，提出採購申請單時由採購團隊在不同廠商間收集報價並匯總分析，在選擇過程中，對樣品價格進行驗證與比較，選出最佳價格與品質均優之商品供應商。
- 本計畫於設計階段即清楚界定核心問題，並於可影響範圍內提出可行之解決對策，含活動、產出及成果。惟在成果指標之規劃上，因係災後緊急階段內所訂定，然而市場損毀程度超乎預期，市場可近性提升至 80%乙項指標之設定顯著過高。

- 本計畫之成果、產出及活動等各計畫環節連結緊密，透過耕種技術教導、改善市場連結及強化社區恢復能力等主軸產出，達成使家戶恢復生計及建立能達成糧食安全之成果。

- 本計畫的結果鏈設計均含括尼泊爾震後受損程度之考量，例如農業資材的可近性、震後市場功能受損及偏遠地區路況…等因素，另也將地區之氣候因素如雨季使許多工程施行不易納入考量，對計畫重新做合理且妥適的時程安排，以達目標產出與最終成果，惟在震後市場功能影響評估面，略為低估實質影響情形，以致最終家戶對市場可近性之提升低於預期。

- 本計畫在監控計畫成果與產出之指標、基線值與目標值設定上，因地震所帶來之實質影響高於預期，且計畫設計係在災後緊急階段完成，故部分目標設定上過高，但總受益家戶數已從 850 戶提升至 1,345 戶，顯著提升本計畫之成果。

- 指標監控資料之蒐集方法與頻率能使計畫管理人員確實掌握計畫執行效益。另計畫活動里程碑與工作進度表之設計堪稱合理，執行時雖有依據當地情形進行部份調整，例如因應印度之禁運政策、雨季等，然在計畫結束時各項產出均確實完成。

- 本計畫設計能充分辨識風險因素，且具有有效的風險緩衝或減害方案，以印度因種族衝突而頒布之禁運政策為例，此政策間接影響到燃料及計畫相關資材輸入尼泊爾的期程，但 CARE Nepal 仍能透過優先運用當地資材或調整計畫施行順序，使計畫活動得以順利進行。

(二)效能:平均 4.50 分，良好

1. 檢驗計畫成果：

- 強震使尼國人民遭受巨大之傷亡及財產損失，地震後造成房舍倒塌、農

作物、家畜及人員損失，使家戶失去糧食來源。在缺乏種子、家畜、耕種技術及對外市場連結等問題下，以農業及畜牧為主要生計來源之農村地區家戶，糧食及生計安全均受到嚴重威脅。透過提供耕種訓練、強化目標區域之市場連結，改善市場機制及強化社區恢復能力，更使原目標家戶數從 850 戶提升至 1,345 戶，嘉惠了更多家戶以恢復生計，可見多數目標群體確實需要本計畫產出之服務、財務及知識的提供。

- 在計畫如期如實部分，計畫最後之產出多數為接近甚至超越原訂目標，惟在計畫成果部分，指標設定過於樂觀且災後受損情況超出預期，致使些許指標未達標，略為可惜。

- 在品質部分，本計畫在軟體表現方面，若排除不可抗拒之因素如當地機構之既定訓練配額等外力因素，家戶普遍對教育訓練反應均佳，例如家庭菜圃的建立連帶提升家戶蔬菜取用性；在硬體品質方面，蓄水池及灌溉設施大幅提升家戶的農業用水可近性，而兩座蔬菜集貨中心之建立有效促進家戶與市場之連結性，且震後尼國市場嚴重損毀，更顯集貨中心之重要性，然於農業資材發送方面，震後使尼國市場內可選擇之資材受限，例如種子、農具及建材等品質參差不齊，爰滿意發送予家戶之農業資材的比例較預期低。

2. 計畫管理效能

- CARE Nepal 至 105 年底為止，已在尼泊爾深耕近 39 年，對於尼泊爾境內相關機構、資源概況等均有一定程度之了解，其亦將此優勢充分展現在此計畫當中，運用具彈性的方式，即便在遭遇到不可抗拒之外來因素之干擾，仍有因應對策以盡力達成目標產出。

- 本次計畫本會派遣園藝專家陳志帆於第一線直接參與計畫，陳專家透過教授園藝技術相關知識把臺灣農業優勢傳遞至尼國，其以尼國國內既有之資源，製作在地化之天然藥劑，其在當地造成廣大之迴響，充分展現本會於計畫中的角色。此外，雖其本身未具有畜牧相關背景，但仍能協助監督小型牲畜發

放，使畜牧相關作業順利推行。

- 本次計畫在強化夥伴國社區恢復力上不遺餘力，透過教導農業技術知識、普遍性建立家庭菜圃、協助農業資材商證照之取得等方式建立了能夠提供家戶生計的機制，且本會派遣之陳專家在駐地親自教導農民，更加深了農民對於整體計畫內容與知識及觀念傳遞的接受程度。

(三)效率:平均 4.59 分，良好

1. 投入能有效達成預期成果

- 強震使尼國人民遭受巨大之傷亡及財產損失，摧毀了農地、損害了農民及農業僱工之收入、更破壞了脆弱家戶本為有限之畜牧資產，本計畫透過提供耕種訓練、強化目標區域之市場連結，改善市場機制及強化社區恢復能力，以維持糧食安全，最終使 1,345 個家戶受益，總受益人數達 6,605 人，亦回應夥伴國成立 NRA 之目標:使區域發展及恢復居民經濟與生計，並與地方機關如 DADO 及 DLSO 合作，為目標 VDCs 帶來糧食安全及生計支援。

- 計畫執行總花費 464,034 美元，低於本會提供之 500,000 美元，因 CARE Nepal 經由對資材市場之預先調查，減少不必要之成本消耗，使最終計畫執行完成後仍尚有部分剩餘款，剩餘款亦經本會核准後再度回饋到計畫本身，再度使農民受益。

- 本計畫主要執行人員共有 21 位，其中 CARE Nepal 佔 12 位，SSICDC 佔 9 位，CARE 及 SSICDC 對於尼泊爾狀況均有相當程度之了解，且與尼國政府相關單位如 DADO 及 DLSO 等均有相關合作經驗，對於計畫資源的取得方式也都有所了解，且能夠因應環境因素來制定計畫策略，減少計畫資源浪費，提升計畫效能。

2. 程序效率

- 在計畫活動執行上，倘非不可抗拒外力因素，CARE Nepal 大致能按時執

行計畫進度，惟在部分計畫活動如建造蔬菜集貨中心之時程有些許延宕。

- CARE Nepal 於計畫執行上與本會聯繫相當密切，能夠按時回報計畫執行進度或對於計畫執行情況進行討論，保持雙邊良好互動關係。

- 計畫主要執行人員為 CARE Nepal 當地員工，且其在尼國深耕多年，深諳當地政府脈絡及社區文化，與計畫各利害關係人關係頗佳，本計畫充分展現政府相關部門人員之參與，以及社區人力之動員，倘未來有相關需求，應能作為本會推廣在地關係之合作橋梁。

- CARE Nepal 計畫執行能力佳，業大致依據與本會簽署合作備忘錄履行各項承諾，惟部分文件如請款信函之繳交稍有延遲。

- CARE Nepal 在計畫執行期間不僅協助本會進行評估任務，並將本會派遣專家納入該會體系中參與現地工作；另財務報告及計畫評核報告皆相當詳實，透明度良好。

- CARE Nepal 具有專業發展援助背景，得順利產出相關文件。除符合 CARE 體系之監督與評估外，另符合本會審查標準。此外該會有其採購規範，本案相關之駐地採購作業均依據 CARE 相關規定辦理。

- 本案派遣一位園藝專家至現地服務 2 個月，過程中由實施單位協助工作規劃及生活管理，該專家之工作規範及任務等均如期完成，且雙邊互動極為良好。

(四)韌性:平均 4.00 分，良好

1.目標群體韌性:

- 本計畫透過耕種技術教導、加強家戶與市場連結程度及強化社區恢復能力建構家戶知識、技術等相關能力，且因尼國 80%農業人口為婦女，透過強化

相對弱勢族群之能力，例如家庭菜圃的普遍建立與災後便利取水方式之相關知識傳遞，相關災害之應對機制已在此計畫中建立，透過以家戶為個別單位之能力建構，並協助建立或輔導農民團體運作，使目標群體間成為一連動網絡，能有效回應災後衝擊。

- 本計畫不僅建立了硬體之有形資產，亦建立了無形資產，例如透過社區能力建構、集貨中心建造，甚至以工代賑等計畫活動，使農民間互相串連成緊密網絡，於災害發生時，能夠凝聚農民團體，應用相關資源如蔬菜種子、灌溉設施、水資源利用等方式，依據災後現況進行規劃設計，快速回復基礎糧食及生計水準。

2.系統韌性:

-計畫風險的管控機制可建立在合作單位對於駐在國之了解，以本計畫而言，由於 CARE 已在尼國深耕多年，與官方機構及相關資源通路熟悉，能夠及時掌握時效進行災後重建，得以經驗因應可能產生之風險，以確保計畫順利進行，減少損害。

- 本計畫經由計畫活動、計畫產出及計畫成果等已建立應對災害之系統性應變網絡，爰 CARE Nepal 於尼國運作期間，倘若類似災害再度發生，尼國地方政府可透過 DADO 及 DLSO 與本計畫所塑造之網絡相互連結，動員及整合 CARE Nepal、SSICDC、當地 NGO 及相關農民團體，快速對災害進行反應，有效分配及利用災難救助資源，使災後應變效率提升，防止損傷進一步擴大。

四、整體評價與建議

(一)整體評價

本計畫評價平均分數為 4.38，計畫績效整體表現良好，各項得分如下：

- 1.相關性 (得分 4.44/5.00，良好)
- 2.效能 (得分 4.50/5.00，良好)
- 3.效率 (得分 4.59/5.00，良好)
- 4.韌性 (得分 4.00/5.00，良好)

本計畫係因應尼泊爾接連發生兩起規模芮氏 7 級以上地震所造成之糧食安全與生計問題推動，協助當地政府與災民解決迫切之糧食安全與生計問題，因此在介入邏輯及計畫一致性之評分上表現優異；在計畫設計品質計畫方面，計畫能有效辨識利害關係人，並準確辨識問題成因、分析問題影響範圍並提出可行之問題解決對策，惟由於計畫指標在設計時處於緊急階段，且震後災情超出預期，爰有部分指標設計過高而影響設計品質之評分，但相關性平均而言表現仍相當良好。

在效能部分，本計畫產出多數達成或超過原訂標準，惟成果部分因市場損壞程度超過預期使部分指標未達標，且因許多外力因素如印度禁運政策、雨季干擾而導致計畫執行時仍有些許延宕情形及震後市場內可選擇資源有限等因素影響，故得分略低。

在效率部分，執行單位 CARE Nepal 為本會首次合作之國際非政府組織，組織具規模且規範嚴謹，對於計畫管理及監控流程均掌控良好且透明公開；其深耕尼國至 105 年底已屆 39 年，掌握當地利害關係人互動並落實在地化原則，雖仍有零星時程延宕情形，效率表現相當優異。

在韌性上，本計畫透過連結當地政府相關機構、強化脆弱家戶、社區生計能力，建構了群體及系統方面之韌性，以系統層次而言，本計畫配合當地政府塑造了有效之災害應變網絡，將災害應變所需資源進行有效連結，倘若類似災害再度發生，尼國地方政府可依此網絡支援模式，動員及整合 CARE Nepal、SSICDC、當地 NGO 及相關農民團體，快速對災害進行反應。另對個體層次而言，受益農

戶(特別是脆弱之受益農戶)已透過此計畫獲得作物栽種及儲水等能力與知識，有助強化渠等未來面對類似災害時之應變能力，故在個體韌性面上表現亦為良好。

(二)所獲經驗

1. 影響尼國糧食安全及生計相關計畫之因素較為複雜，須確切掌握可利用之在地資源及妥善安排工作時程規劃

本次計畫時間為期一年，其中受到許多不同程度的阻礙，例如鄰近國家印度因應種族衝突而實施的禁運政策，致使燃料輸入尼國遭受阻礙，亦連帶影響到許多計畫相關資材的輸入，間接影響到計畫整體的執行效率，迫使合作單位尋找可茲替代的方案如利用當地市場內現有資源，使計畫持續推行。又或者季節及氣候的因素影響計畫施行，尼泊爾從6月至8月為雨季，而105年雨季又比預期早兩個星期出現，在很大程度上阻礙了維修、修復及建設工作等相關作業，且許多實際活動地點路況險峻，任一種施工或維修工作在雨季中均極為危險。

此外，計畫指標係於災後緊急階段所訂定，然而市場損毀程度超乎預期，爰部份計畫預期指標有高估情形，或部分計畫活動需要較長時間執行，例如農業資材商經相關受訓後，欲觀察後續與農民交易量是否提升，短期內無法立即看出成效，尚須較長時間進行分析。又如農民經受訓後的作物收穫成效，作物具有不同的適合栽種時間，種植時期與作物收穫成果也密切相關，甚至連帶影響至居民銷售農產而生之家計收入統計作業，係未來在尼國推動計畫需注意之處。

2. 搭配專家參與計畫，有助於組織交流及提升本會國際能見度

本次派遣園藝專家陳志帆於第一線直接參與計畫，陳專家曾為本會駐外技師，於農業相關計畫具有豐富經驗且技術嫻熟，其透過教導農民陳專家將臺灣的農業經驗與技術透過計畫傳遞給當地合作夥伴，例如運用適當栽種間距、灌溉方式、整枝修剪…等技術確保作物產量，以及如何運用當地素材製作除蟲

劑，減少當地依賴使用化學性藥劑的情形。鑒於當地農業資材缺乏且運輸不易，陳專家教導當地農民如何製作堆肥來取代化學性肥料，透過使計畫在地化，更能凸顯本會農業特長。此外，其也透過市場調查，分析出適合栽種的作物種類與栽種時間，以技術層面進行交流，有助於顯現本會於人道援助計畫的專業度及計畫參與性，另本計畫之經費投入業亦受聯合國人道事務協調廳(OCHA)財務支出核實處(Financial Tracking Service, FTS)平台登載，提升我國在國際上之能見度，並彰顯我國作為人道援助提供者之正面形象。

(三)建議

1. 計畫設計之指標與期程規劃，應將夥伴國與鄰國關係、受災區地方環境及作物生長期等因素納入評估

本計畫指標因係在災後緊急階段進行設計，致使部分計畫指標之設定與實際施行時有所落差，些許指標有訂立過高之情況，且執行計畫時許多阻礙來自於鄰國政策、地區性環境及作物生長期等相關因素，使部分活動之推動或評估作業上有所困難，爰未來倘在尼國推動糧食與生計相關計畫，前揭各項所提情形皆可納入工作計畫時程規劃之參考。

2. 可將本計畫所建立之基礎及獲得之經驗套用至第二期計畫，以提升第二期計畫之「強化」屬性

本計畫已協助廓爾克縣居民建立短、中期之糧食安全與生計，鑒於當地仍有此領域需求，特別是脆弱家戶與市場之連結，建議本會可在既有基礎上續與 CARE Nepal 推動第二期計畫，協助受地震影響之脆弱家戶強化基本生計，如婦女、窮困、邊緣族群等之能力建構、蔬菜產銷鏈之建立、強化微型企業之發展...等。另鑒於本計畫因派遣園藝專家使計畫執行成效良好且提升我國能見度，建議第二期計畫可再度派遣專家及短期專案志工使計畫順利推行，望能將我國農業經驗傳遞尼國，以達加乘效果。

透過第一期計畫之執行，已對第二期計畫建立良好基礎，並且獲取許多層面之計畫執行經驗，可望提升資源利用程度及提升各單位間溝通效率，將多方

因素納入考量，提升整體計畫執行效能與效率，建立脆弱家戶之韌性。

附件一、計畫績效評核評分表

(一)相關性

次判 據	題 目	評分欄位(勾 選) 1 為非常不符合 5 為非常符合
1-1 計畫 介入 邏輯	1-1-1 計畫之預期成果(計畫目標)能回應夥伴國發展目標與政策之程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-1-2 計畫符合我國在該國(區)之國家利益，有助於鞏固我國與該國之外交關係之程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	1-1-3 計畫能回應本會之願景、策略與發展目標之程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
1-2 計畫 一致 性	1-2-1 計畫於董事會核定時，計畫書或結果鏈設計符合目標群體的需求之程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-2-2 計畫結案時或移交後，計畫執行成果符合夥伴國回應計畫或發展目標之程度。	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	1-2-3 計畫結案或移交後，目標群體受惠於計畫執行成果與產出之程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
1-3 計畫 設計 品質	1-3-1 計畫能有效辨識利害關係人，使計畫能廣泛徵詢渠等意見進而使計畫設計內涵更為完善	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-3-2 計畫合作單位執行能力符合期待，可包含組織層級、作業規章、人員素質、過往績效與財務狀況	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-3-3 計畫問題分析之品質，計畫能準確辨識問題成因、分析問題影響範圍並提出可行之問題解決對策	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-3-4 計畫成果、產出與活動之規劃合理並且具備因果關係	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	1-3-5 計畫的結果鏈設計能考量當地環境條件的限制、務實且具備可行性	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	1-3-6 監控計畫成果與產出之指標、基線值與目標值設定合理	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	1-3-7 指標監控資料的蒐集方法與頻率能使計畫管理人員確實掌握計畫執行效益	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	1-3-8 計畫活動里程碑與工作進度表的設計品質良好	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	1-3-9 計畫設計能充分辨識風險因素，且規劃有效的風險緩衝或減害方案	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
摘要說明		
計畫 介入邏輯	<p>- 本計畫設計與規劃執行與尼泊爾政府因應震災成立之 NRA 的目的宗旨相互輝映，亦符合該國中長期國家發展目標：促使區域發展及恢復居民經濟與生計，並重新建立並振興生產部門以創造就業機會及強化生計。</p> <p>- 本計畫係呼應我友好國家發生重大災害之救助需求所推動，亦符合本會「加強國際合作，增進對外關係，以促進經濟發展、社會進步及人類福祉」之設置宗旨。此外，雖我國於尼泊爾未設置代表處，但透過本計畫將提升我國能見度，強化並擴大我國國際參與，另外外交部責成本會運用我國尼泊爾賑災專戶善款 50 萬美元執行，NGO 國際事務會及外交部亞東太平洋司亦於本計畫核定階段協助計畫審核及提供相關建議，以發揮運用賑災善款彰顯我國為一國際人道援助提供者之形象，並為我國發展與尼泊爾關係注入正向能量等效益，與本會各項策略及目標高度相關。</p> <p>- 本計畫專注於糧食安全領域，符合本會五大優先領域之農業領域範疇，且本計畫旨在恢復計畫區域之農業活動，同時建立農民與市場之連結，以確保作物可維持農民生計進而提供經濟收入，計畫目標符合本會策略之具體方案「藉改善農業活動附加價值改善農民生計」。另透過計畫建構當地人員之能力，與本會業務推動之方向一致。</p> <p>此節得分 4.67，表現優異。</p>	
計畫 一致性	<p>- 本計畫緣起自 104 年尼泊爾接連遭遇之芮氏規模 7.8 級及 7.3 級之強震，使尼國人民遭受巨大之傷亡及財產損失。本次計畫目標區域廓爾克縣係地震受災最嚴重之區域之一，該縣係尼國農業縣並為穀類作物主要產區，除供應縣內需求量外，也供應至尼國其他區域；惟在地震後，縣內 22 個 VDC 轉為糧食高度不安全狀態。廓爾克縣農戶 80% 為女性，地震後造成房舍倒塌、農作物、家畜及人員損失，使家戶失去糧食來源。在缺乏種子、家畜、耕種技術及對外市場連結等問題下，以農業及畜牧為主要生計來源之農村地區家戶，糧食及生計安全均受到嚴重威脅，本計畫目標受地震影響之脆弱家戶得以恢復基本生計，進而建立對外市場連結機制以維持糧食安全，爰計畫核定時計畫設計確符合目標群體之需求。</p>	

	<ul style="list-style-type: none"> - 本計畫結案時，已有近 60%目標區域的家戶擁有至少一種生計來源，可達成家戶生計需求，符合夥伴國成立 NRA 之目標：使區域發展及恢復居民經濟與生計。 - 在計畫產出部分，結果顯示在強化社區能力與提升耕種技術項目成果相當良好，灌溉設施及蓄水池之建立大幅度提升了家戶對於農業用水可近性，脆弱農業家戶經過農業及畜牧相關訓練後均獲得極大的幫助，如近 600 個家戶接受訓練並建立家庭菜園，促使 92% 家戶蔬菜消耗量大幅提升，且有 68% 的家戶收到來自農藥商、獸醫、農業及畜牧等相關協助。 <p>在計畫成果部分，以協助目標家戶取得至少有一穩定生計來源而言，實際受益家戶數 780 戶高於預定目標數 680 戶，嘉惠更多災民；而在市場可近性方面，因計畫係在緊急階段下所設計，成果指標設定較高(80%的家戶增加市場可近性)，然而市場損毀程度超乎預期，使市場可近性之提升程度低於預期。</p> <p>此節得分 4.33，表現良好。</p>
<p>計畫 設計品質</p>	<ul style="list-style-type: none"> - 本計畫能有效辨識利害關係人，在計畫設計時業與執行單位、實施單位、尼國政府相關單位[主要為國家重建局 NRA、縣政府農業局(District Agriculture Development Office, DADO)及畜牧局(District Livestock Support Office, DLSO)]溝通協調，使計畫能廣泛徵詢各方意見；DADO 係唯一提供官方農業資材商認證訓練之機構，其亦負責尼國內各援助單位訓練名額之分配，本計畫共獲得 8 個名額，為間接影響產出結果之原因。 - 本計畫係由 CARE Nepal 與當地非政府組織 SSICDC 共同推動，CARE Nepal 在尼泊爾執行業務已有 39 年，在全國 75 縣中之 60 縣執行計畫，至 105 年底除了 Country Director 1 人為外國籍，其餘皆為本國籍員工，動員力極佳並與尼國官方互動良好，且深耕於當地社區並熟捻當地文化，該會共有 12 人執行本計畫；SSICDC 曾在廓爾克縣 42 個 VDCs 執行計畫，計畫領域涵蓋糧食安全、健康、女性賦權及氣候變遷與生態保育等，相當廣泛，該組織共有 9 位人員執行本計畫，在計畫相關採購方面，CARE Nepal 依照其採購標準辦理各項採購作業，提出採購申請單時由採購團隊在不同廠商間收集報價並匯總分析，在選擇過程中，對樣品價格進行驗證與比較，選出最佳價格與品質均優之商品供應商。 - 本計畫於設計階段即清楚界定核心問題，並於可影響範圍內提出可行之解決對策，含活動、產出及成果。惟在成果指標之規劃上，因係災後緊急階段內所訂定，然而市場損毀程度超乎預期，市場可近性提升至 80%乙項指標之設定顯著過高。 - 本計畫之成果、產出及活動等各計畫環節連結緊密，透過耕種技

	<p>術教導、改善市場連結及強化社區恢復能力等主軸產出，達成使家戶恢復生計及建立能達成糧食安全之成果。</p> <ul style="list-style-type: none"> - 本計畫的結果鏈設計均含括尼泊爾震後受損程度之考量，例如農業資材的可近性、震後市場功能受損及偏遠地區路況…等因素，另也將地區之氣候因素如雨季使許多工程施行不易納入考量，對計畫重新做合理且妥適的時程安排，以達目標產出與最終成果，惟在震後市場功能影響評估面，略為低估實質影響情形，以致最終家戶對市場可近性之提升低於預期。 - 本計畫在監控計畫成果與產出之指標、基線值與目標值設定上，因地震所帶來之實質影響高於預期，且計畫設計係在災後緊急階段完成，故部分目標設定上過高，但總受益家戶數已從 850 戶提升至 1,345 戶，顯著提升本計畫之成果。 - 指標監控資料之蒐集方法與頻率能使計畫管理人員確實掌握計畫執行效益。另計畫活動里程碑與工作進度表之設計堪稱合理，執行時雖有依據當地情形進行部份調整，例如因應印度之禁運政策、雨季等，然在計畫結束時各項產出均確實完成。 - 本計畫設計能充分辨識風險因素，且具有有效的風險緩衝或減害方案，以印度因種族衝突而頒布之禁運政策為例，此政策間接影響到燃料及計畫相關資材輸入尼泊爾的期程，但 CARE Nepal 仍能透過優先運用當地資材或調整計畫施行順序，使計畫活動得以順利進行。 <p>此節得分 4.33，表現良好。</p>
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(二) 效能

次判 據	題 目	評分欄位(勾選) 1 為非常不符合 5 為非常符合
2-1 檢驗 計畫 成果	2-1-1 經計畫執行驗證後，目標群體需要該計畫所產出的服務、財物或知識的程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	2-1-2 計畫能如期如實達成預期成果的程度	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	2-1-3 計畫產出符合規畫時所要求的品質	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2-2 計畫	2-2-1 合作單位的計畫執行成果對成果達成與目標群體有實質貢獻	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

管理效能	2-2-2 計畫相關人員(包括：短期專家、顧問，或委託外部單位)，對協助計畫達成預期成果之貢獻程度	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	2-2-3 計畫能有效宣傳，使目標群體能瞭解計畫內容，願意接受計畫所傳達的觀念、知識與方法	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
摘要說明						
檢驗計畫成果	<p>- 強震使尼國人民遭受巨大之傷亡及財產損失，地震後造成房舍倒塌、農作物、家畜及人員損失，使家戶失去糧食來源。在缺乏種子、家畜、耕種技術及對外市場連結等問題下，以農業及畜牧為主要生計來源之農村地區家戶，糧食及生計安全均受到嚴重威脅。透過提供耕種訓練、強化目標區域之市場連結，改善市場機制及強化社區恢復能力，更使原目標家戶數從 850 戶提升至 1,345 戶，嘉惠了更多家戶以恢復生計，可見多數目標群體確實需要本計畫產出之服務、財務及知識的提供。</p> <p>- 在計畫如期如實部分，計畫最後之產出多數為接近甚至超越原訂目標，惟在計畫成果部分，指標設定過於樂觀且災後受損情況超出預期，致使些許指標未達標，略為可惜。</p> <p>- 在品質部分，本計畫在軟體表現方面，若排除不可抗拒之因素如當地機構之既定訓練配額等外力因素，家戶普遍對教育訓練反應均佳，例如家庭菜園的建立連帶提升家戶蔬菜取用性；在硬體品質方面，蓄水池及灌溉設施大幅提升家戶的農業用水可近性，而兩座蔬菜集貨中心之建立有效促進家戶與市場之連結性，且震後尼國市場嚴重損毀，更顯集貨中心之重要性，然於農業資材發送方面，震後使尼國市場內可選擇之資材受限，例如種子、農具及建材等品質參差不齊，爰滿意發送予家戶之農業資材的比例較預期低。</p> <p>此節得分 4.00，表現良好。</p>					
	<p>- CARE Nepal 至 105 年底為止，已在尼泊爾深耕近 39 年，對於尼泊爾境內相關機構、資源概況等均有一定程度之了解，其亦將此優勢充分展現在此計畫當中，運用具彈性的方式，即便在遭遇到不可抗拒之外來因素之干擾，仍有因應對策以盡力達成目標產出。</p> <p>- 本次計畫本會派遣園藝專家陳志帆於第一線直接參與計畫，陳專家透過教授園藝技術相關知識把臺灣農業優勢傳遞至尼國，其以尼國國內既有之資源，製作在地化之天然藥劑，其在當地造成廣大之迴響，充分展現本會於計畫中的角色。此外，雖其本身未具有畜牧相關背景，但仍能協助監督小型牲畜發放，使畜牧相關作業順利推行。</p> <p>- 本次計畫在強化夥伴國社區恢復力上不遺餘力，透過教導農業技術知識、普遍性建立家庭菜園、協助農業資材商證照之取得等方式</p>					
計畫管理效能						

	<p>建立了能夠提供家戶生計的機制，且本會派遣之陳專家在駐地親自教導農民，更加深了農民對於整體計畫內容與知識及觀念傳遞的接受程度。</p> <p>- 此節得分 5.00，表現優異。</p>
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(三)效率

次判 據	題 目	評分欄位(勾選) 1 為非常不符合 5 為非常符合
3-1 投入 能 有 效 達 成 預 期 成 果	3-1-1 依現有的資料與當下的觀察，評估計畫產出之產品、服務或是知識確實為目標群體所需之最適方案	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	3-1-2 計畫之預算規劃(資金需求預測)符合計畫執行之實際需求	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	3-1-3 計畫能有效運用資源，將資源使用效能最大化	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
3-2 程序 效率	3-2-1 能依規劃執行計畫活動並依時或提前交付產品(提供服務)	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	3-2-2 本會計畫執行人員的橫向聯繫良好且溝通順暢，雙方合作關係有助於提升計畫行政效能	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	3-2-3 合作單位與當地其他單位或利害關係人溝通良好，能作為本會與當地其他單位與利害關係人之合作橋梁	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	3-2-4 合作單位能遵守雙方簽訂之法律文件，能依協議履行計畫並達成所承諾之事項 (倘對方承諾相對出資，則對方能按時如實注入資金)	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	3-2-5 合作單位能秉持誠信原則偕同我方共同執行計畫，於執行期間能充分揭露與計畫相關之資訊	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	3-2-6 計畫監督與管理效能良好，能依 DMF 設定之指標與監控機制監督計畫執行成效，並定期檢視計畫執行成果	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	3-2-7 計畫能有效管理我方專業人員(技師、顧問或志工等)，使渠等服務品質能有效依計畫之工作規範內容執行	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	3-2-8 計畫能依相關規定辦理國內或駐地採購，採購品項之品質良好且符合需求	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
摘要說明		

<p>投入能有效達成預期成果</p>	<ul style="list-style-type: none"> - 強震使尼國人民遭受巨大之傷亡及財產損失，摧毀了農地、損害了農民及農業僱工之收入、更破壞了脆弱家戶本為有限之畜牧資產，本計畫透過提供耕種訓練、強化目標區域之市場連結，改善市場機制及強化社區恢復能力，以維持糧食安全，最終使 1,345 個家戶受益，總受益人數達 6,605 人，亦回應夥伴國成立 NRA 之目標：使區域發展及恢復居民經濟與生計，並與地方機關如 DADO 及 DLSO 合作，為目標 VDCs 帶來糧食安全及生計支援。 - 計畫執行總花費 464,034 美元，低於本會提供之 500,000 美元，因 CARE Nepal 經由對資材市場之預先調查，減少不必要之成本消耗，使最終計畫執行完成後仍尚有部分剩餘款，剩餘款亦經本會核准後再度回饋到計畫本身，再度使農民受益。 - 本計畫主要執行人員共有 21 位，其中 CARE Nepal 佔 12 位，SSICDC 佔 9 位，CARE 及 SSICDC 對於尼泊爾狀況均有相當程度之了解，且與尼國政府相關單位如 DADO 及 DLSO 等均有相關合作經驗，對於計畫資源的取得方式也都有所了解，且能夠因應環境因素來制定計畫策略，減少計畫資源浪費，提升計畫效能。此節得分 4.67，表現優異。
<p>程序效率</p>	<ul style="list-style-type: none"> - 在計畫活動執行上，倘非不可抗拒外力因素，CARE Nepal 大致能按時執行計畫進度，惟在部分計畫活動如建造蔬菜集貨中心之時程有些許延宕。 - CARE Nepal 於計畫執行上與本會聯繫相當密切，能夠按時回報計畫執行進度或對於計畫執行情況進行討論，保持雙邊良好互動關係。 - 計畫主要執行人員為 CARE Nepal 當地員工，且其在尼國深耕多年，深諳當地政府脈絡及社區文化，與計畫各利害關係人關係頗佳，本計畫充分展現政府相關部門人員之參與，以及社區人力之動員，倘未來有相關需求，應能作為本會推廣在地關係之合作橋梁。 - CARE Nepal 計畫執行能力佳，業大致依據與本會簽署合作備忘錄履行各項承諾，惟部分文件如請款信函之繳交稍有延遲。 - CARE Nepal 在計畫執行期間不僅協助本會進行評估任務，並將本會派遣專家納入該會體系中參與現地工作；另財務報告及計

	<p>畫評核報告皆相當詳實，透明度良好。</p> <p>- CARE Nepal 具有專業發展援助背景，得順利產出相關文件。除符合 CARE 體系之監督與評估外，另符合本會審查標準。此外該會有其採購規範，本案相關之駐地採購作業均依據 CARE 相關規定辦理。</p> <p>- 本案派遣一位園藝專家至現地服務 2 個月，過程中由實施單位協助工作規劃及生活管理，該專家之工作規範及任務等均如期完成，且雙邊互動極為良好。</p> <p>此節得分 4.5，表現良好。</p>
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(四) 韌性

次判 據	題 目	評分欄位(勾選) 1 為非常不符合 5 為非常符合
4-1 目標 群體 韌性	4-1-1 依現有的資料與當下的觀察，倘相關災難再度發生，目標群體(包括受益社區或地方政府機構)已具備應對衝擊之知識及能力。	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	4-1-2 依現有的資料與當下的觀察，倘相關災難再度發生，目標群體(包括受益社區或地方政府機構)得應用計畫相關資源或設備應對災難衝擊。	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
4-2 系統 韌性	4-2-1 依現有的資料與當下的觀察，計畫的風險管控機制能有效辨識風險，確保計畫成果遭遇可預防之風險時可有效降低其損害。	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	4-2-2 依現有的資料與當下的觀察，計畫發展出系統性網絡或機制，倘相關災難再度發生，可有效回應並投入災後復原及重建。	1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
摘要說明		
目標群體韌性	<p>- 本計畫透過耕種技術教導、加強家戶與市場連結程度及強化社區恢復能力建構家戶知識、技術等相關能力，且因尼國 80% 農業人口為婦女，透過強化相對弱勢族群之能力，例如家庭菜園的普遍建立與災後便利取水方式之相關知識傳遞，相關災害之應對機制已在此計畫中建立，透過以家戶為個別單位之能力建構，並協助建立或輔導農民團體運作，使目標群體間成為一</p>	

	<p>連動網絡，能有效回應災後衝擊。</p> <p>－本計畫不僅建立了硬體之有形資產，亦建立了無形資產，例如透過社區能力建構、集貨中心建造，甚至以工代賑等計畫活動，使農民間互相串連成緊密網絡，於災害發生時，能夠凝聚農民團體，應用相關資源如蔬菜種子、灌溉設施、水資源利用等方式，依據災後現況進行規劃設計，快速回復基礎糧食及生計水準。</p> <p>此節得分 4.00，表現良好。</p>
系統韌性	<p>－計畫風險的管控機制可建立在合作單位對於駐在國之了解，以本計畫而言，由於 CARE 已在尼國深耕多年，與官方機構及相關資源通路熟悉，能夠及時掌握時效進行災後重建，得以經驗預防可能產生之風險，以確保計畫順利進行，減少損害。</p> <p>－本計畫經由計畫活動、計畫產出及計畫成果等已建立足以應對災害之系統性應變網絡，爰 CARE Nepal 於尼國運作期間，倘若類似災害再度發生，尼國地方政府可透過 DADO 及 DLSO 與本計畫所塑造之網絡相互連結，動員及整合 CARE Nepal、SSICDC、當地 NGO 及相關農民團體，快速對災害進行反應，有效分配及利用災難救助資源，使災後應變效率提升，防止損傷進一步擴大。</p> <p>此節得分 4.00，表現良好。</p>

(五)分數定義

1 分	非常不符合判據標準，或有重大缺失，重大缺失定義者，為其造成本會重大損失、影響我國與本會聲譽或牴觸我國與駐在國法令者
2 分	未達判據標準，且有極大改善空間
3 分	符合判據標準，但無重大缺失
4 分	符合判據標準，但仍需精進
5 分	符合判據標準，且無缺失

(六)判據等第表

請計算每一判據之分數，並判斷分數落在「優異、良好、符合標準、未達標準或不佳」之任一等第中，例如某計畫相關性平均分數為 4.2 分，則屬於「相關性良好」，並落於 B 級。

判據	等第	等第區間與分數
相關性 (25%)	優異	A $4.6 \leq N \leq 5$
	良好	B $4 \leq N < 4.6$
	符合標準	C $3 \leq N < 4$
	未達標準	D $2 \leq N < 3$
	不佳	E $1 \leq N < 2$
效能 (25%)	優異	A $4.6 \leq N \leq 5$
	良好	B $4 \leq N < 4.6$
	符合標準	C $3 \leq N < 4$
	未達標準	D $2 \leq N < 3$
	不佳	E $1 \leq N < 2$
效率 (25%)	優異	A $4.6 \leq N \leq 5$
	良好	B $4 \leq N < 4.6$
	符合標準	C $3 \leq N < 4$
	未達標準	D $2 \leq N < 3$
	不佳	E $1 \leq N < 2$
韌性 (25%)	優異	A $4.6 \leq N \leq 5$
	良好	B $4 \leq N < 4.6$
	符合標準	C $3 \leq N < 4$
	未達標準	D $2 \leq N < 3$
	不佳	E $1 \leq N < 2$

(七)計畫績效級距表

計畫依四項判據完成等第評分後，四項判據之平均分數便成為受評計畫績效等第，要注意的是，倘「績效良好」之「優異組」與「良好組」之等第組合中任一判據為 E，則計畫績效逕為「符合標準」；「倘符合標準」等第組合中超過 2 個 E 或 3 個 D，則計畫績效逕為「未達標準」。

計畫績效		參考積分區間	績效說明
績 效 良 好	優異組	$4.6 \leq N \leq 5$	計畫績效整體表現優異，計畫設計與執行方式可做為典範實務以供其他單位或計畫參考。
	良好組	$4 \leq N < 4.6$	計畫績效整體表現良好。
符合標準		$3 \leq N < 4$	計畫績效整體表現中等，符合本會標準。
未達標準		$2 \leq N < 3$	計畫績效整體表現欠佳。
績效不佳		$1 \leq N < 2$	計畫績效整體表現不良。

附件二、計畫執行情形一覽表

計畫內容	摘要	指標	目標	成果	說明
計畫成果	Gorkha 縣中至少 850 戶受地震影響之脆弱家戶得以恢復基本生計，進而建立對外市場連結機制以維持糧食安全	至 2016 年 10 月止至少有一穩定生計來源之家戶比率	80%	58% (92%)	原預期目標為 80% 的目標家戶能夠在 105 年 10 月前至少具有一個穩定的生計來源以滿足家戶的糧食需求，但因總家戶數從原本至少 850 戶之目標提高至 1,345 戶，故實際提升的比率為 58%，但以總數而言，780 戶已高過原預期目標家戶數 680 戶，爰本項倘以原目標 850 戶計，則達 92%
		80% 的目標家戶提升對社區市場資產之可近性	80%	43% (68%)	在家戶提升市場資產近用度方面，由於地震使市場失去功能之嚴重性超過預期，爰影響家戶對市場之可近性。另本項倘以原目標 850 戶計，則達 68%

計畫產出 I	I. Gorkha 縣中至少 850 戶受地震影響之脆弱家戶之農業生計得以恢復	受益於農業資材投入得以恢復生計的目標家戶數	850 戶	850 戶	家戶取得資材的同時亦接受相關訓練。
		獲取小型牲畜之家戶數	500 戶	496 戶	每戶以發送 1 頭羊及 2 頭豬為原則，共有 500 戶獲取小型牲畜的支援，但經過 CARE Nepal 的進一步追蹤，其中 4 戶並未通過脆弱家戶的評定標準，且並沒有意願圈養牲畜。
		對生計資源投入品質及適宜性感到滿意之家戶數	80%	66%	因地震後使尼國市場內資源及可選擇資材有限，爰滿意之受益戶比例低於目標。
		獲取適當農業器具的家戶數	850 戶	850 戶	與獲取農業資材的家戶相同
		經由銷售農業產品及牲畜圈養而獲取至少佔總家計收入 25% 的家戶數	400 戶	N/A	鑒於計畫時程過短，多數產物未收成，CARE Nepal 表示難以評量本計畫投入佔有家戶收入比率。

		經由建造蔬菜集貨中心以工代賑活動獲取額外收入的家戶數	1100 戶	609 戶	每家戶的工作日因計畫需要提升，故未達成。
		功能性集貨中心建立數量	2 座	2 座	在合作社管理下建造集貨中心。
計畫產出 II	II.強化目標區域之市場連結，改善市場機制。	農業資材供應商受訓及回報與農民貿易量增加人數	16 人	4 人	DADO 為唯一 1 個經認證能夠提供此類型訓練的政府單位，而 DADO 僅提供 8 個名額予本計畫，而其中僅有 4 人回報與農民的貿易量增加，其剩餘 4 人則因受訓後至回報期間時間過短而暫時看不出成效。
		經由農產銷售獲得佔 25% 家計收入的農民比率	80%	68% (107%)	因恢復生計的家戶數上升至 1,345 戶，故其 68% 即 915 戶已顯著高於預定目標，爰本項倘以原目標 850 戶計，則達 107%。
		當地居民回報對市場可近性增加之比率	80%	43%	因地震使市場的功能未能完全發揮，故間接影響了當地居民與市場連結的情形。

計畫產出 III		委員會成員參訪人數	50 人	50 人	當地合作社成員參訪人數。
		委員會成員進行集貨中心管理訓練人數	25 人	26 人	來自 2 個集貨中心之成員接受合作社之管理訓練。
		委員會幹部接受農業資材營業證訓練人數	16 人	8 人	DADO 是唯一給予認證之機構，且僅分配 8 個名額予此計畫，故無法達成原 16 位之目標。
	III.強化社區恢復能力，並提供耕種訓練。	改善蓄水技術及有效用水之受訓人數	500 人	529 人	對於廢水收集及利用技術進行訓練。
		目標家戶對小規模社區集水設施及蓄水池之可近性數量	500 戶	850 戶	
		受益於有效培育訓練之弱勢農戶數量，包括獸欄建造、品種改良、鑑定、一般家畜疾病之防治管理、藥品供應、獸醫及其他推廣服務	500 戶	886 戶	所有收到農業資材及工具投入的家戶均參與訓練，使總受益家戶數顯著提升。

		目標社區回報應用有效耕種方式具高產量結果之農民數量	80%	18%	並非所有發送的種子都在計畫結束時均能夠進行收成，例如在 7 月至 8 月間發送的種子在 11 月時還未能收穫。
		增進家庭菜園技術之受訓人數	500 人	587 人	一共訓練 23 場次。
		建立家庭菜園後一天消耗兩次蔬果之家戶數	90%	92%	
		目標脆弱農戶與當地農藥商及農畜服務中心之連結數量	6 項	6 項	執行協調及連結會議。
		目標家戶回應獲得當地農藥商、獸醫服務、農業及畜牧專家之協助比率	20%	68%	

附件三、執行單位之結案報告及財務明細表

ANNEX III– Final Report Outline

I. Project Brief

- (1) **Project Number:** US1KW
- (2) **Project Name :** Gorkha Food Security and Livelihoods Support Programme
- (3) **Project Area:** Gorkha District, Nepal
- (4) **Location:** Chhoprak, Gankhu, Harmi, Khoplang
- (5) **Implementation Period:** December 2015 – November 2016
- (6) **Executing Agency:** CARE Nepal in partnership with local NGO, SSICDC, Nepal
- (7) **Project Amount:** 500,000 USD
- (8) **Description**

The aim of the proposed project is to *"meet the immediate and medium-term food security and livelihood needs of the most vulnerable earthquake-affected households in Gorkha district. This will be achieved through the implementation of mutually reinforcing interventions that support at least 850 disaster affected households (HHs) to recover their livelihoods and establish coping mechanisms to meet their food security by the end of the project.* The key project interventions comprise of: 1). Implementation of conditional voucher system to supply agricultural inputs (e.g. vegetable seeds, spices etc.) to vulnerable farmers thus reinstating their production capacities and resuscitating input supply systems; 2). Distribution of agricultural tools to vulnerable farmers; 3). Distribution of livestock (1 Goat or 2 Piglets) to vulnerable farmers; 4). Provision of industrial construction inputs to small livestock farmers and delivery of capacity trainings on shed construction and improved animal rearing practices to targeted vulnerable farmers; 5). Establishment of Rain Water Harvesting Ponds for productive purposes; 6). Provision of cash for work opportunities to support the construction of agriculture infrastructure (4,000 working days) while enabling able-bodied vulnerable food insecure households to meet their daily food consumption needs; 7). Construction of collection centers to enhance linkage to markets; 8). Training of collection centre committee members on collection centre management and licensing of agro- input shops and 9). Exposure visits of committee members.

II. Evaluation of Design and Implementation

A. Relevance of Design and Formulation

On April 25, 2015, Nepal was hit by a 7.8 magnitude earthquake, which caused immense destruction of property, injury, and loss of life. Many aftershocks followed, including a second 7.3 magnitude earthquake on May 12, 2015 which caused further destruction in already devastated areas. The main earthquake and subsequent aftershocks left behind a trail of destruction and compromised food and livelihoods security of the rural affected communities that are dependent on agriculture and livestock as the main source of livelihoods.

The earthquakes severely compromised people's agricultural livelihood and food security needs. The earthquakes caused massive destruction of public and private infrastructure, which reduced many farmlands to a pile of debris, adversely affecting farm owners. Farmers working on other people's land for meagre wage were especially affected as their livelihood depended on farm work. Moreover, the earthquakes also caused death of livestock and destruction of livestock shed, reducing the already narrow asset base of vulnerable families. Similarly, even before the earthquake, about 50 percent of Nepal's population was undernourished, and nearly half of all children under 5 were chronically malnourished (USAID, 2015). The earthquake exacerbated an already precarious situation where a large percentage of the population, especially rural households, were already vulnerable and food insecure.

Before the earthquake, the targeted district of the TaiwanICDF project, Gorkha, was one of the most cereal surplus hilly districts, meaning it would supply food grains to other districts even after meeting its own needs. Unfortunately, 22 among 60 VDCs changes into highlight food insecure VDC where 47,300 individuals among 53,320 individuals are facing high levels of food insecurity. Joint Assessment Report¹ shows that Gorkha is the poorest in food consumption score (FCS) among 11 most earthquake affected districts - 10.9% population are in poor FCS range where as 17.5% population are borderline FCS. 55% HHs lost their grain and seed storage facility with their houses demolished which is one of top three priority needs of the 28% of farmers involved in survey³.

The humanitarian situation was worsened by a number of topographic and weather-related complexities. Access to remote and mountainous areas was difficult, which makes it challenging to access and link with market and market actors. Given the relevance and necessity of mobilization of agriculture sector to the local economy, lack of such mobilization mechanisms has hampered the economy of individual households and that of the affected communities.

Mobilization of agricultural sector has proved even more difficult due to lack of knowledge regarding resilient and improved production methods, including the use of modern tools and equipments. This has negatively impacted productivity, which is likely to affect communities' resilience in the long term.

The design and formulation of the TaiwanICDF project was relevant to meet the early recovery and reconstruction needs of earthquake affected communities in Gorkha, the epicenter of the April 25 earthquake. The project was designed to mitigate the impacts of three specific problems mentioned above, loss of agricultural livelihoods, lack of access to market and market actors, and lack of productivity. The TaiwanICDF project prioritized meeting the immediate and medium-term food security and livelihood needs of the most vulnerable earthquake-affected households in Gorkha district through the implementation of mutually reinforcing interventions and has supported 1345 disaster affected households to recover their livelihoods and establish coping mechanisms to meet their food security by

¹ Joint Assessment Report of Food Security and early recovery ,Nov.2015

the end of the project.

The National Reconstruction Authority (NRA) established by the Government of Nepal to guide the reconstruction work envisions to develop and restore economic opportunities and livelihoods and re-establish productive sectors. One of its strategic objectives is to new opportunities by revitalizing the productive sector for economic opportunities and livelihoods. The TaiwanICDF funded project complemented the recovery vision and recovery strategic objective of the NRA by providing the households with opportunities to restore and diversify their economic opportunities through the distribution of livestock and agricultural inputs, encouraging kitchen and semi- commercial production, contributing to improving nutrition, improving knowledge on resilient production methods, creating temporary employment through cash-for-work activities, rehabilitating irrigation structures, and enhancing linkages with markets.

B. Project Schedule and Implementation Arrangement

The project schedule and implementation arrangement of the TaiwanICDF project is as follows:

Activities	Dec '15	Jan' 16	Feb '16	Mar '16	Apr '16	May '16	June '16	July '16	Aug '16	Sept '16	Oct '16	Nov '16	Dec '16
Staff recruitment, induction and deployment													
Project inception meeting													
Signing partner agreement													
Procurement of equipment													
Stakeholder mobilisation meetings – DDRC, VDC, Ward levels													
Community mobilisation, beneficiary selection and registration using social techniques													
Formation of implementation groups (veg. production groups, election of leadership													

and marketing committees)													
Baseline survey (includes; community KAP survey, agric., marketing, infrastructure, livestock, etc.)													
Benchmarking and implementation planning with communities)													
Establishment of veg. gardens													
Selection, training and contracting of agi-input/agro-vet/traders suppliers for voucher system													
Distribution of veg. seed, spices, sapling, tools													
Distribution of small livestock													
Capacity trainings – Veg. prod., marketing, livestock management, etc.													
Assessment and BoQs for infrastructure rehabilitation/construction													
Training on water harvesting technologies													
Procurement and supply of industrial inputs for construction – Irrigation, water harvesting ponds, collection centres													
Selection of CFW workers and construction of structures (includes cash distribution)													

Capacity Trainings and exchange visits for collection centres management structures													
Training on licencing of agri-inputs supply													
Linkages; farmers and agro vets and cooperative and service providers													
Monitoring, Evaluation and Reporting													
End line survey													
Reporting; quarterly within 45 days, final due within 2 months of project completion													

CARE Nepal, upholding its commitment to fostering locally driven and owned response, implemented the project in close co-ordination with local implementing partners, community members, and local level authorities. The implementing partner, Shree Swanra Integrated Community Development Center (SSICDC), have been involved in project design and in the implementation of the project from the very beginning. Moreover, the partner have also been heavily involved in community mobilization activities, beneficiary selection, needs assessment, monitoring and evaluation, and in dialogues and discussion with local level stakeholders.

Similarly, CARE Nepal conducted frequent implementation planning and benchmarking with community members. CARE Nepal, together with partner staff, conducted group meetings, discussions and consultations with community based co-operatives and other relevant stakeholders. Achievements against the target have been detailed in the logframe, in the annex.

Moreover, CARE Nepal also conducted group meetings with community ward citizen forum, village development committee, district agriculture development office, district livestock service office, district development committee and value chain actors to ensure smooth implementation of the project activities.

The community members and the above mentioned relevant stakeholders were especially involved in the beneficiaries' selection process, process of selecting irrigation schemes, selection of training participants, and determination of training modules.

The implementation of the project has had meaningful impact in changing behavior and adopting useful agricultural practices:

- People have started consuming food from diversified food groups. This is evident in

the increase of food consumption score from 39 to 64, also mentioned below.

- 500 subsistence farmers have started semi-commercial production and they have started selling the produced vegetables through the collection centers supported by the TaiwanICDF project.
- Plastic pond support and training on waste water management have encouraged households to use water, which would normally go to waste, for kitchen gardening purposes.

C. Disbursement

CARE Nepal, committed to the empowerment of the most vulnerable groups and to building their resilience capacity, took adequate measures to ensure that the most poor, vulnerable, and socially excluded farmers were targeted through the TaiwanICDF project. CARE Nepal presented its targeting criteria to members of the Ward Citizen Forum (WCF), where at least 33% of members are female. The WCF recommended a list of targeted households. CARE Nepal then verified the list with the VDC authorities. CARE Nepal targeted those vulnerable households whose names were endorsed by the VDC authorities. CARE Nepal delivered input and services to these beneficiaries in close co-ordination with the implementation partner. Partner staff distributed goods and delivered services with continuous technical and managerial backstopping from CARE Nepal.

Improved seed was provided using voucher from the vendor selected through the competitive process. Goods required for community schemes and livelihood improvement was procured passing thoroughly the CARE procedure and provided to users group and selected household with relevant technical backstopping. In case of cash for work beneficiaries direct cash was provided.

CARE Nepal also ensured timely disbursement of funds to service providers such as vendors and consultants. The vendors were paid right after delivery of goods and services. The consultants were paid some amount in advance and the remaining after the completion of the assigned project.

D. Consultant Recruitment and Procurement

Different local, national, and international level stakeholders were consulted while implementing the TaiwanICDF project.

1. TaiwanICDF **deployed Mr. Chen**, consultant, to oversee the implementation of project activities and to provide technical backstopping regarding vegetable production and marketing to CARE Nepal and partner staff as well as to targeted farmers. This has also enhanced the linkage between TaiwanICDF and CARE Nepal. Mr. Chen's contribution has been detailed below:

Supervision of livestock distribution: Mr. Chen supervised the distribution of livestock and also helped the team in analysis cost and briefing the project participants regarding income and cost incurred in livestock rearing.

Crop Cultivation (spacing, manuring): He shared TAIWAN's experience regarding the standard of crop cultivation parameters, such as spacing, transplantation, and drip

irrigation. Moreover, he also shared his skill on tomato pruning, which ensured healthy crop yield and helped the field team gain technical expertise on the subject.

Botanical Pesticide: He guided the farmers and field technical team on botanical pesticide preparation and its proper use on crops. This oriented the farmers and the team on ways to reduce the amount of chemical pesticide on the field.

Compost making: Farmers were guided regarding improved composting methods, which is a major fertilizer source in Nepal.

Market price analysis: He helped prepare detail price analysis of different markets in Nepal and recommended major growing and harvesting period of major vegetable commodities for attractive return.

Other recommendations and suggestions: He suggested focusing on low technique and open field crop cultivation, which has strengthened field level technical knowledge, which has helped the field team implement the second phase.

2. The officials from District Agriculture Development Office (DADO), District Livestock Service Office (DLSO) were mobilized for technical support on sustainability of production and marketing of agriculture and livestock produce.
3. Individual consultants from Institute of Agriculture Animal Science, Agriculture and Forest University and students from Agriculture College were consulted to develop different training modules and to conduct final evaluation study.
4. Finances Private Limited was contracted to provide seed support to the beneficiaries through conditional voucher system.
5. Distributed goods were procured through vendors both at the central and district level.
6. Local level contractors, transporters, and technicians were hired for the effective delivery of goods and services.
7. CARE Nepal worked in close co-ordination with the local NGO, SSICDC, which played a major role in implementing field level activities.
8. All the procurement was done through a competitive process as per CARE's guidelines and policies.
9. An external consultant was hired to conduct an end-line survey.

Procurement:

Procurement and sale procedures were completed in accordance with CARE Nepal's and procurement and sales guidelines.

A procurement plan was drafted for the project, following which procurement requisition was raised by the program team. The procurement team was then involved in collecting quotation from various vendors. After quotations were collected, summary bid analysis was done in the presence of one member from the program team, one from finance, and one from administration. In the final selection process, samples were checked and prices were compared, and vendors that provided quality goods in the best possible price were selected.

Materials were delivered to the logistics team who verified the quantity ordered and dispatched it to respective districts. If the materials ordered were IT related, then it were delivered to the IT team.

i. Performance of Consultants, Contractors, and Suppliers

Overall performance of consultants, contractors, and suppliers was found satisfactory.

The technical support provided by consultants from Taiwan/CDF, officials from district offices, Institute of Agriculture Animal Science, and Agriculture College was found to be extremely helpful to the project participants. The consultants and officials visited almost all the project VDC to deliver trainings on effective production methods such as compost making, preparation of bio-pesticides, tomato transplantation techniques, tomato pruning, and nursery raising techniques, co-operative business plan preparation and marketing management. Moreover, they were also consulted in developing training modules and they frequently visited the implementation sites. They provided their support with much dedication and enthusiasm.

Contractors such as Finaccess Private Limited and suppliers were effective in delivering of goods and services. They ensured timely delivery of goods along with timely and accurate data entry.

ii. Performance of the Borrower and Executing Agency

CARE Nepal successfully implemented the Taiwan/CDF project. CARE Nepal supported 1345. (850 HHs received agricultural support and 496 HHs received livestock support. 1 HH received both, agricultural and livestock support). most vulnerable earthquake affected HHs from four working VDCs, Harmi, Gankhu, Khoplang, and Chhoprak in Gorkha district recover their agricultural livelihoods through the distribution of agricultural inputs such as seeds and tools, livestock, and provision of cash for work in the construction of irrigation schemes and collection center. In addition, CARE Nepal, through the establishment of collection centers and provision of capacity building trainings to executive committee members of co-operatives and collection center management team and group members enhanced linkages to markets in targeted VDCs in Gorkha. 43% of the local population have reported improved access to market. Moreover, there has been an increase in the capacity of the community to use resilient and improved production methods. 92% of HHs report consuming vegetables twice a day after the establishment of kitchen gardens.

CARE Nepal was supported by the local implementing partner, Shree Swanra Integrated Community Development Center (SSICDC) in its successful implementation of the project. The implementing partner played a crucial role in identifying most vulnerable people and smoothly delivering goods and services to the targeted population. Similarly, they played a very important role in coordinating with local level stakeholders and engaging the community members and local leaders in discussions around benchmarking and implementation. In addition to delivering

capacity building trainings, they also provided technical support to targeted farmers and assisted CARE Nepal in regular monitoring of the project sites. CARE Nepal also encouraged regular feedback from partner organization. The partners, with their local term presence in the field and knowledge of local socio-cultural scenario, could provide useful information regarding any change in the local scenario or needs of the targeted population.

II. Evaluation of Performance

A. Relevance

The TaiwanICDF supported project, “Gorkha Food Security and Livelihood Support Program” has been highly relevant to meet the livelihood needs of earthquake affected population in Gorkha and in helping the community move towards recovery and resilience building. The relevance of the project can be described in the following ways:

- The project was implemented in Gorkha district, the epicenter of the 2015 earthquake, where people’s agriculture livelihood was severely compromised by the earthquake. More than 25% of households experienced damage to livestock and agricultural assets and damage to locally grown crops such as rice, maize, potato, millet was significantly high. CARE Nepal, through the TaiwanICDF supported project, was able to assist households in restocking their agricultural assets such as tools and livestock, irrigation structures, and provided them seed support. Moreover, the project also provided them capacity building trainings on techniques to improve production, help them improve their food security and livelihood and building resilience.
- The TaiwanICDF supported beneficiaries in high altitude VDCs which are remotely placed, a problem further compounded by Nepal’s mountainous topography and lack of proper roads. These VDCs do have access to local markets. However, these markets, due to their remoteness, are not adequately developed. A voucher system was designed to support the local businesses and regenerate local markets, the functioning of which was disrupted by the earthquake. Moreover, the project also enhanced linkages between farmers and local markets through collection centers and enhanced market linkages.
- Families with low or no coping capacity were rendered more vulnerable by the earthquake. The families belonging to marginalized or vulnerable groups of population were provided with opportunities to be involved in cash for work in the construction of irrigation schemes and collection center. This activity provided temporary employment opportunities to targeted households, which helped them meet their immediate basic needs.
- There is a huge scope for reconstruction activities and existing manpower may not suffice. Therefore, it is pertinent to encourage both women and men to be involved in recovering agricultural livelihoods, which will not only support reconstruction and resilience building but will also provide alternative source of income for people in rural areas of Nepal. Moreover, involving women in recovery and reconstruction activities is likely to serve as a catalyst in building their resilience. The project took

adequate measures to involve women in recovering their agriculture livelihoods. CARE Nepal involved men and women in construction work of similar nature – both men and women were involved in the construction of irrigation schemes and collection centers, and were provided with equal wages. This provided women, along with men, to be involved in recovery and reconstruction activities. Benchmarking and implementation planning was done with members of Citizen Awareness Center (CAC) and Ward Citizen Forum (WCF), where at least 33% of members are women. Moreover, CARE Nepal targeted households with both male and female farmers and provided them with capacity building trainings and agricultural support to encourage their participation in recovery of their households and communities.

B. Effectiveness in Achieving Outcome

CARE Nepal's TaiwanICDF supported project was effective in achieving its outcome. At least 1345 disaster affected households have been able to recover from the devastating impact of the earthquake and certain mechanisms have been established to meet their food security through the project's support in livelihood recovery, market access, and capacity building regarding improved production methods. This outcome has been measured through end line assessment using three key indicators specified in the log frame:

- 58% of targeted HHs with at least one stable source of livelihood are able to meet their household food requirements by October 2016
- 43 % of targeted households have increased access to markets
community assets (animal sheds, water harvesting ponds and vegetable collection centers) constructed/rehabilitated through cash-for-work activities
- 850 targeted HHs have access to small scale community irrigation schemes and water harvesting ponds

The project has also been able to meet the immediate and medium-term food security and livelihood needs of the most vulnerable earthquake affected households in Gorkha. This impact has been measured during performance indicators specified below.

- According to the final evaluation report, almost 79% of the households among supported in the selected VDC have improved food security condition.
- 64% of households report improved livelihoods by the end of the project.
- Consumption of diversified vegetable and nutritious food at household level has increased by 64% by the end of the project.

Moreover, as per the final evaluation report, conversations with farmers revealed that the project has supported them in income generation, livelihood improvement, and food security. CARE Nepal acknowledges that some targets have not been met, due to reasons specified in the logframe. However, CARE Nepal has reached more HHs than originally targeted and strengthened their livelihoods, which has contributed to the effectiveness of the project.

C. Efficiency in Achieving Outcome and Outputs

The project undertook the following measures to guarantee efficiency in achieving outcome and outputs. Considering the output-input ratio, we have exceeded the total number of households reached with the originally budgeted amount – 1345 HHs (achieved) against the original target of 850 HHs. CARE Nepal has exceeded project targets with efficiency, even though a few of the targets have not been met.

CARE Nepal mobilized a strong team of experienced, innovative and result-oriented staff from both CARE Nepal and partner organizations, who had prior experience working in an emergency situation. Although the fuel crisis temporarily delayed the initial implementation of project activities (September-January), CARE and its partner staff were able to successfully implement all project activities within the allocated time period. CARE Nepal conducted a baseline and market survey before project implementation and was thus able to assess the needs of the community and the market capacity to address identified needs. CARE Nepal partnered with organizations that had long term presence in the area. Their knowledge of the local context and familiarity with the socio-cultural dynamics of the communities contributed to efficient implementation of the project.

CARE Nepal also selected vendors/traders who provided cash vouchers and seeds to targeted households by carefully assessing the sample quality and price stated in the quotation provided by the local vendors and traders. The cash-voucher system supported the local economy as well as reduced transportation costs of delivering goods-in-kind. Nonetheless, due to market shortages, some items had to be procured centrally.

In addition, CARE Nepal utilized the available funds efficiently. Savings on the construction of water harvesting pond was utilized towards the establishment of vegetable collection center, leading towards the construction of a two room reinforced cement concrete building and open space to assist farmer's cooperative to operate their office, conduct meetings, and trainings, and store their crops in the open space for collections.

Preliminary Assessment of Sustainability

The TaiwanICDF supported project has had some sustainable impacts on the lives of targeted farmer households in Gorkha.

1. By studying various cases of farmers supported through the project, it was realized that the farmers have begun selling the vegetables and earning NPR 8,000 (equivalent to US\$ 80) to 60,000 (equivalent to US\$ 600) (around 160 to 1200 Kg) per person. CARE Nepal has provided kitchen gardening package to 350 households and semi commercial support to 500 households. Farmers earning US\$ 80 is representative of kitchen garden household, and farmers earning US\$ 600 is representative semi commercial household. Thus, farmers have been able to increase their household

income with the seed and capacity building trainings on improved cultivation methods provided by the project. The farmers can use this knowledge in future production and cascade these trainings to fellow community members, contributing to higher production of households in the community. Those farmers who have entered into and have begun profitable production and receiving economic returns and are more likely to continue their practices, leading to improved livelihoods and resilience capacity.

2. The linkages between farmers, agro-vets, government service providers, and other market actors initiated by the project has helped farmers begin relationships with concerned stakeholders. This is likely to assist the farmers in expanding the market of their cultivated products. Moreover, collection center initiated under co-operative management has ensured proper marketing of products and has created a vertical link among input suppliers, producers, and people and institutions involved in product marketing (collection centers). This relationship is likely to longevity of the action initiated.
3. Public infrastructures like collection centers, irrigation canals, and livestock sheds constructed through the project is likely to support market linkages in the long term and improve cultivation and production. CARE Nepal employed local community members in the construction of these sites through cash-for-work. They now have knowledge on constructing resilient structures; this knowledge can be utilized for any such community led initiatives in the future.
4. The targeted farmers have also been provided practical trainings on improved water management and kitchen gardening techniques. This is likely to contribute towards improving their food security needs and increase consumption of fresh fruits and vegetable, contributing to improved health and resilience and increased diversification of food consumption of HHs. Moreover, the training provided on waste water management can also assist the households to adapt to water scarcity problem.
5. The project links relief, recovery/rehabilitation and development strategy, assisting CARE Nepal's gender responsive interventions. CARE worked closely with local authorities to strengthen linkages with communities while investing on community productive and resilience capacities, empowering them to respond to future shocks.
6. The project was implemented in line with CARE's Core Humanitarian Standards (CHS) commitments with regards to sustainability and do-no-harm approach. The project ensured that the interventions did not affect the communities negatively by incorporating conflict sensitive or do no harm approaches.

III. Overall Assessment and Recommendations

A. Overall Assessment

The project team of CARE Nepal and partner staff was involved in periodic assessments of the project. The partner staff was regularly provided with technical and managerial support in implementation and monitoring of the project. The monitoring and evaluation unit regularly recorded data and information and also assessed the qualitative and quantitative changes that the project has resulted in.

CARE Nepal successfully implemented the TaiwanICDF supported food security and livelihood project in Gorkha district. The project exceeded the originally targeted number of households. The project contributed to improving their livelihoods by providing various kinds of agricultural and livestock support, diversifying their food consumption, contributing to their household income, providing access to markets, and increasing their participation in the construction of community infrastructure such as irrigation canals and collection centers.

After the completion of the project, a third party (consultant) was hired to evaluate the performance of the project. Key results of assessment presented in summary by the consultant are as follows.

1. *I/NGO, agro-vet, GOs and farmers were found as important sources of information in agriculture in study villages. Major sources of agricultural inputs were agro-vet (seed, pesticide, feed, fertilizer, veterinary medicine), I/NGOs (tools), GO (seed, advice), local manufacturers (tools) and cooperative (credit, fertilizer). Households borrowing agricultural loans from banks were found only 5%. Therefore, cooperative have been serving as the major sources of small and short term loans in study area.*

This finding from the endline report reveals that co-operatives play a very crucial role in reaching farmers, mobilizing them, and improving their agricultural produce in some form or the other. Therefore, the second phase of the TaiwanICDF project has been designed to involve co-operatives in mobilizing farmer groups.

2. *There were 180 commercial vegetable farmers in 4 VDCs. Average area under vegetable among commercial growers was estimated to be 4 ropani which for all was found to be 2 ropani. Vegetable produced was mostly sold in local market. Potato, tomato, cauliflower and cucurbits were the vegetables of study area which are grown in commercial scale. Major off-season products found in the area were tomato, cauliflower and cucurbits. Almost 98% sample households were involved in home as well as kitchen gardening. Out of all vegetable producing households, 56% produces enough for 2 times of consumption per day and 13% produces even the surplus. Almost 55% farmers have been selling more or less quantity of vegetables.*
3. *Average annual production of vegetable was estimated to be 881 kg of which 71% was sold. However, the average production of commercial growers was found to be almost double of total average. Annual income from vegetable sale was calculated at Rs. 26000 per household which may also be double if average is estimated only for those involved in selling vegetables. While comparing with base line situation, area has been increased by almost 18% and the vegetable income by 11.4%. About 92% of households were found to be consuming vegetable two times a day. It indicates that vegetable is one of the important food items in study area contributing well in food security of households.*
4. *Goat, buffalo, bullock and chicken were the important livestock of study area. Average number of livestock (large and small animals excluding chicken) was*

estimated to be 9.3 per household. Average value of all livestock during study period was estimated to be almost Rs. 110,000 with highest contribution by buffalo. Lack of knowledge on rearing technique, inadequate fodder and veterinary service were identified as major problems of livestock sector in study area. Farmers highly demanded training on illness management and modern rearing technique of livestock.

- 5. About 8 of total 14 cooperatives including agricultural ones (none in Gankhu and 3 in each other) were functional in study area. Credit facility, input supply and marketing of agro-products were the major functions of the cooperatives. Though very high majority of respondents expressed their satisfaction with cooperatives most of them are slightly or moderately satisfied. Nevertheless, almost all of them felt need of cooperatives. It indicates that cooperatives' are really needed for farmers which services however should be extended through capacity enhancement, awareness and external supports.*
- 6. Remittance was found to be the most important source of household income contributing almost 24% of total income. Share of livestock and vegetable was found to be 22 and 13% respectively. It evidences that promotion of both vegetable and livestock production is crucial for income generation, livelihood improvement and food security in study area. Regarding FCS, the average score was estimated to be 60 (base line score was 39). Almost 93% of households fell in acceptable region with 7% in border line. It shows that none were poor based upon FCS. Almost 57% households in study area were food sufficient and 21% were producing even the surplus. Regarding income sufficiency, 7% were completely insufficient, 18% completely sufficient and rest in-between. Study found that out to total food acquired (produced and purchased) by households, almost 43% was consumed, 33% fed to animal, 14% misused and 3,5% lost. It visualizes the possibility of improving food security situation by minimizing loss and misuses.*
- 7. While asking farmers about potential off-farm as well as non-farm livelihood options, support and or training on candle making, bee keeping, improved local tool making, bamboo works, electric wiring, electric and electronic maintenance, iron works, embroidery, sewing-cutting and weaving etc were identified as highly important ones. Regarding the expectation on supports, various supports in input supply, technology, marketing and irrigation were highly prioritized to increase income from agriculture.*

Even though CARE Nepal successfully achieved the project outcomes, certain gaps were identified with regards to the recovery needs of the targeted population. Some of the key points (area of improvement) suggested by consultant in his evaluation report are as follows:

- 1. Capacity building trainings on modern production technique (including disease and insect management), marketing and post-harvest handling of vegetables is still in great demand.*
- 2. Trainings on modern livestock rearing techniques is also still in demand.*

3. *Co-operatives have proven to be very useful for credit facility, input supply, and marketing of agro-products. Services of co-operatives should be strengthened through capacity enhancement, awareness sessions, and other such support.*
4. *Similarly, agro-vets are also highly essential. However, the communities are not very satisfied with the services provided by agro-vets. The services provided by agro-vets needs to be extended through capacity enhancement, support, and training.*
5. *Moreover, the project significantly assisted the community members in recovering their agricultural livelihood and food security. However, the duration of the project was very short to achieve significant impacts associated with food security and livelihood improvement. Therefore, continuation of similar activities by identifying real and needy farmers from poor and disadvantaged groups and with more intensive supports will bring remarkable changes in food security and livelihood situation of Gorkha.*

B. Lessons

- CARE Nepal, through the ICDF supported project, is implementing various kinds of measures to strengthen input supply and output marketing mechanism in the community. However, the targeted communities, owing to their remoteness, still lack proper access to functioning markets. The communities are located quite far from the few functioning markets available and they lack access to basic perquisites of development such as transportation and communication services. This makes it difficult for them to access quality inputs, which ultimately leads to compromised outputs.
- CARE Nepal has been engaging both men and women farmers in restoring the livelihood of the targeted communities. However, Nepalese society is still patriarchal and gender roles, especially with the households, remains the same. Women are largely responsible for household work, and their engagement in agricultural and livestock activities have further added to their workload.
- The agricultural support can only assist in the recovery of those households who own or have access to land, widening the already existing socio-economic gap between these groups and the landless, which comprise 25% of the population.

Way Forward:

- It is necessary to develop local market actors (vegetable collectors, traders), local resource persons (village animal health workers, village agricultural extension workers), and input suppliers (agro vets), within the targeted communities. Moreover, it is also necessary to invest in participatory market system development and sub-sector analysis to development system interventions such as input and output market mechanisms in remotely situated areas. This may lead to locally driven and owned response as well as support marginalized farmers from remote communities.
- CARE Nepal finds it necessary to develop interventions that are sensitive to women's workload while also undertaking some approaches towards gender transformation. For example, trainings and meetings should be held at times

appropriate for women members of the community. Moreover, CARE will continue to support women farmers with improved tools to support efficient cultivation.

- CARE Nepal intends to diversify livelihood options – promoting inclusive agri-businesses, seed money to support income generating opportunities such as skill based vocational training. Emphasis will be given to marginalized groups.

Challenges:

- The promulgation of the constitution of Nepal on September 20, 2015 was followed by nationwide demonstrations by ethnic groups and conflicts between the demonstrators and the state. The demonstrations were followed by blockade on gas and petroleum products entering Nepal through India. This impacted normal life of people of the country, and severely hampered humanitarian efforts. Due to shortage of fuel, there were obstructions experienced in procurement and delivery of required materials. CARE Nepal used the available resources wisely, prioritizing distributions and necessary field visits.
- On January 6, 2016, the Government of Nepal formed a National Reconstruction Authority (NRA) mandated to coordinate and oversee design and implementation of the recovery and reconstruction programme by Government, international and local actors, in all the earthquake affected districts. There were delays from NRA in formulating guidelines which had to be signed by implementing partners like CARE before undertaking recovery and reconstruction activities. This caused significant implementation delays as the project activities were only implemented after signing a tri-partite (CARE, NRA and Water Authority) agreement.
- CARE Nepal particularly faced challenges due to early monsoon. Monsoon season in Nepal usually starts from June and lasts until August. This year, Nepal witnessed monsoon two weeks earlier than expected, which hindered the repair, rehabilitation and construction work to a large extent. The project locations were steep and mountainous and any sort of construction and repair work was extremely hazardous during monsoon. Considering the volume of work, it was very difficult for CARE Nepal to complete the targeted activities within July. As such, CARE requested for a no-cost extension until September which was approved and hence the construction/ repair/ rehabilitation work was successfully completed.

C. Recommendations

Recommendations presented below were derived from the end-line report, conducted by a third party consultant.

- In order to enhance the capacity of farmers to the extent enough to contribute to improving the food security and livelihood, trainings should be delivered rigorously and for a longer period of time. The trainings provided during this project, of one year, did not prove be adequate.

- Collection centers have proved very effective in marketing of vegetables and is likely to have a longer lasting effect and give farmers opportunity to be involved in commercial farming.
- Significant increase in income from farming was not possible in a project of duration of one year. Achieving such goals may take longer than a year and such impacts may be realized if the project period is for at least two years.

CARE Nepal has begun the implementation of the Phase II of the TaiwanICDF project. The project has been designed considering the learnings and best practices adopted during the implementation of the first phase of the project. The benefits of phase I of the projects were more visible at the HH level. Therefore, phase II will focus on developing sustainable production mechanisms such as technical support, extension services for agriculture, livestock and off-farm enterprises. Similarly, realizing the crucial role of co-operatives in reaching and mobilizing farmers for improved production, the capacity of co-operatives will be strengthened in terms of effective management, women leadership development, gender and social inclusion policy development, financial management with business plan development and their implementation. Given the completion of the collection centers, phase II will focus on building farmers' and cooperatives capacity for input and output marketing. Moreover, phase II will also expand technical support to ensure more comprehensive and sustained production results.

Appendix 2 DMF	Impact	<p>Design Summary</p> <p>To meet the immediate and medium-term food security and livelihood needs of the most vulnerable earthquake-affected households in Gorkha District, Nepal</p>	<p>Performance Targets/Indicators</p> <ul style="list-style-type: none"> ▪ % household that report improved food security 	<p>Targets</p> <p>80%</p>	<p>Achievements</p> <p>79%</p>	<p>Comments/Justification</p> <p>The project was designed during emergency phase, and thus the design had to happen relatively rapidly. We acknowledge that the target set (80%) for a livelihood project for only a year was ambitious.</p>
			<p>▪ % household that report improved livelihoods by the end of the project</p>	<p>80%</p>	<p>64%</p>	
			<p>▪ Consumption of diversified vegetable and nutritious food at household level increased by 80% by the end of the project (compared with Base line survey)</p>	<p>80%</p>	<p>64%</p>	
						<p>The project was designed during emergency phase, and thus the design had to happen relatively rapidly. We acknowledge that the target set (80%) for a livelihood project for only a year was ambitious.</p> <p>However, the food consumption score (FCS) improved from the beginning of the project. The FCS at the beginning was 30, as per the baseline report, which increased to 64, as per the endline report. This shows a 64%</p>

					increase.
Outcome	At least 850 disaster affected HHs livelihoods are recovered and mechanisms established to meet their food security by the end of the project	<ul style="list-style-type: none"> ■ % of targeted HHs with at least one stable source of livelihood to meet their household food requirements by October 2016 (80%) 	80%	58%	<p>Even though the percentage of HHs with at least one stable source of income is less than the target, we reached more HHs than targeted.</p> <p>Original target=80% of 850 = 680 HHs</p> <p>Achieved = 58% of 1345 = 780 HHs</p>
		<ul style="list-style-type: none"> ■ 80 % of targeted households that have increased access to markets community assets (animal sheds, water harvesting ponds and vegetable collection centres) constructed/rehabilitated through cash-for-work activities 	80%	43%	<p>850 HHs (more than the set target) received access to community infrastructure through cash-for-work activities. However, this indicator factors in access to market assets as well, which the earthquake has rendered less-functional, leading to reduced access.</p>

Outputs	Output 1: At least 850 most vulnerable earthquake affected HHs in Gorkha recover their agricultural livelihoods by the end of the project	<ul style="list-style-type: none">Number of targeted HHs that benefit from agricultural inputs to restore their livelihoods (seeds, saplings, etc to at least 850 HHs)Number of households that receives small livestock (500 HHs)	850 HHs	850 HHs	850 HHs	HHs received inputs with training
			500 HHs	496 HHs	Goat (1 goat/HHs) and pig (2pigs/HHs) were supported. CARE Nepal had identified 500 HHs. However, upon further verification, it was realized that 4 did not fall under CARE Nepal's vulnerability criteria. They also did not show any interest in livestock rearing. Therefore, livestock was distributed to 496 HHs.	

		<ul style="list-style-type: none"> ▪ % of targeted HHs who report being satisfied with quality and appropriateness of livelihood inputs (80%) 	80%		66%	Achievement % taken from end line report. CARE Nepal could not reach its target due to low response flexibility and due to difficulty in finding quality inputs in market after the earthquake.
		<ul style="list-style-type: none"> ▪ Number of HHs receiving appropriate agricultural tools (at least 850 HHs) 	850 HHs		850 HHs	The same households that received agricultural inputs received tools.
		<ul style="list-style-type: none"> ▪ Number of HHs who are able to generate at least 25% of their total HH income through sale of agricultural produce/livestock rearing (400HHs) 	400 HHs		CARE Nepal is not able to report on this indicator as the duration of the project was short to result in 25% of their income generation through sale of agricultural produce/livestock rearing by the end of the project duration.	
		<ul style="list-style-type: none"> ▪ Number of HHs receiving additional income through cash-for-work activities for construction of vegetable collection centres (@ 10 days 	1100 HHs		609 HHs	(4198 total working days) human day per HHs increased than estimated, so achievement reduced.

				for 100HHs), water harvesting ponds (@ 2 days per HH for 500HHs) and animal sheds (@ rate of 4 days per HH for 500 HHs) [Total: 1100HHs]			
Output 2: Linkage to markets is enhanced in targeted VDCs in Gorkha District by the end of the project			Number of functional collection centers established (2)	2	2	Collection center constructed under co-operative management	
				Number of agro-input suppliers trained and report increased business transactions with farmers	16	4	Training was delivered to vegetable value chain actors, input suppliers, and stakeholder in one place District Agriculture Development Office (DADO) is the only authorized governmental office to provide this type of training and accreditation. The DADO office only allocated slots for only 8 people from the project. Out of the 8 people trained, 4 reported increased business transactions with farmers. All of the trained input suppliers could not report

				increased business transactions because the report was prepared 5 months after the training was given, which is a short period for increased transactions to be visible.
			80%	Achievement taken from endline report. Original target = 80% of 850 = 680 Achieved = 68% of 1345 = 918. The project has overachieved its target in terms of HHs that have generated 25% of their total HH income from the sale of farm produce.
	<ul style="list-style-type: none"> ▪ % of local farmers who are generating 25% of their total HH income from sale of their farm produce (80%) 		43%	Achievement taken from end line report. The project did support collection centers and linkages with local market actors. However, it has been difficult for local markets to fully function post-earthquake, which has affected local people's access to the market.
	<ul style="list-style-type: none"> ▪ % of the local population reporting improved access to market (80%) 		80%	

		<ul style="list-style-type: none"> Number of committee members who participate in exposure visit (50 person) 	50	50	Local co-operative members participated in the exposure visit
		<ul style="list-style-type: none"> Number of committee members trained on collection centre management (25 persons) 	25	26	Members of 2 collection centers trained under co-operative management.
		<ul style="list-style-type: none"> Number of committee management members trained on licensing of agro-input shops (16 persons) Number of vegetable and livestock leadership structures trained on group management (cost for materials to train 5 committee members * 30 groups) 	16	8	District Agriculture Development Office (DADO) is the only authorized governmental office to provide this type of training and accreditation. The DADO office only allocated slots for only 8 people from the project.
	Output 3: Enhanced community capacity in resilient and improved production methods in targeted VDCs in Gorkha by the end of the project	<ul style="list-style-type: none"> Number of persons trained on improved water harvesting technologies (500 persons) and efficient use of productive water resources 	500 persons	529 persons	Trained on waste water collection and utilization techniques
		<ul style="list-style-type: none"> Number of targeted HHs with access to small scale community irrigation schemes 	500 HHs	850 HHs	

		<ul style="list-style-type: none"> Number of persons trained in improved kitchen gardening (500 persons) 	500 persons	587 persons	Trained through 23 training events.
		<ul style="list-style-type: none"> % of HHs who report consuming twice a day after establishment of kitchen vegetable gardens (90%) 	90%	92%	Achievement taken from end line report.
		<ul style="list-style-type: none"> Number of linkages established between targeted vulnerable farming households and local agro-vets and agriculture and livestock service centres (6 linkages). 	6	6	Co-ordination and linkage meetings were conducted.
		<ul style="list-style-type: none"> % of targeted HHs who report receiving support from local agro-vets, veterinary services, agriculture and livestock technicians (20 %) 	20%	68%	Achievement taken from end-line report.
Inputs: TaiwanICDF US\$500,000 1 Horticulturist from Taiwan CARE Nepal (Including policy, supporting					

<p>budget, human resources, land, hardware and other resources)</p> <p>Procurement policy</p> <p>Financial policy</p> <p>HR policy</p> <p>Safety and Security policy</p> <p>Food/Nutrition Security and Climate change policy</p> <p>Vehicle</p> <p>Human Resources on sharing basis</p> <p>(Please refer to budget sheet)</p> <p>Furnished Office space, equipment and utilities on sharing basis</p> <p>(Please refer to budget sheet)</p> <p>Financial software</p>			
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Appendix -TaiwanICDF-budget												
CARE Nepal's Budget												
Project Name: Gorkha Food Security and Livelihoods Support Programme												
Location: Gorkha District, Nepal												
Period: December '15												
Ex. Rate NPR/USD→→								100				
								Date: 10th November '15				
No.	Item Description	Particulars	Unit	Quantity	Mths/Days/ Frequency	Unit Cost in NPR	Total Cost in NPR	Unit Cost in USD	Total Cost in USD	Total Expense and L.O.F.	Remaining Balance	Burn Rate
A1	Result 1								209,150	194,256	14,895	93%
1		Conditional voucher transfer for agriculture inputs supply (eg. Vegetable seeds, spices etc) to develop community as a pocket	HH	850	2	850	1,445,000	9	14,450	14,273	177	99%
2		Agriculture Tools	HH	850	1	3,200	2,720,000	32	27,200	24,162	3,038	89%
3		Cash for work to support the construction of agriculture infrastructure (4,000 working days)	WD	4,000	1	600	2,400,000	6	24,000	29,704	(5,704)	124%
4		Distribution of Goat/Pig (1 Goats or 2 Pigelets)	HH	500	1	10,200	5,100,000	102	51,000	44,551	6,449	87%
5		Reconstruction materials for animal shed	HH	500	1	10,000	5,000,000	100	50,000	45,183	4,817	90%
6		Water Harvesting Pond and Irrigation Structures Rehabilitation	HH	500	1	8,500	4,250,000	85	42,500	36,381	6,119	86%
A2	Result 2								14,277	28,222	(13,945)	198%
7		Establishment of vegetable collection centre	Centre	2	1	300,000	600,000	3,000	6,000	19,127	(13,127)	319%
8		Exposure visit for collection centre management committee and farmers representatives	Person	50	7	970	339,500	10	3,395	3,879	(484)	114%
9		Training of collection centre management committee on licensing of agro-input shops	Persons	16	7	1,475	165,200	15	1,652	1,509	143	91%
10		Training of collection centre management committee on collection centre management	Person	25	4	1,250	125,000	13	1,250	2,102	(852)	168%
11		Training of vegetable and livestock leadership structures on group management (cost for materials to train 5 committee members * 30 groups)	Person	30	5	1,320	198,000	13	1,980	1,603	377	81%
A3	Result 3								23,332	20,568	2,765	88%
12		Improved water harvesting technologies trainings	Person	500	1	850	425,000	9	4,250	3,745	505	88%
13		Trainings on improved Kitchen Gardening	Person	500	1	850	425,000	9	4,250	3,689	561	87%
14		Training of Farmers on efficient cultivation methods	Person	500	3	850	1,275,000	9	12,750	11,783	967	92%
15		Business skills training of agrovet/focal traders on input/output supply management	events	2	1	29,100	58,200	291	582	-	582	0%
16		Establishment of linkages between farmers and agrovet and cooperative and service providers	linkage	6	4	6,740	150,032	67	1,500	1,351	150	90%
Sub-Total R1,R2,R3									246,799	243,045	3,755	96%
17		Baseline Survey	Lumpsum	1	1	500,000	500,000	5,000	5,000	3,476	1,524	70%
18		End line Survey by SWC and free lancer	Lumpsum	1	1	500,000	500,000	5,000	5,000	2,725	2,275	55%
19		Total Cost for Short term Expert	Lumpsum	1					10,853	11,192	(239)	102%
20		Equipments	Ref Working Sheet						4,764	4,453	311	93%
21		Partnership Cost	Ref Working Sheet						36,459	30,356	6,103	83%
22		Program Costs-Salary	Ref Working Sheet						93,402	77,708	15,694	83%
23		Program Support Costs-Salary	Ref Working Sheet						37,140	34,976	2,164	94%
24		Visibility and Branding	Lumpsum	1	1	300,000	300,000	3,000	3,000	2,718	282	91%
Direct Program Cost		Total Direct Cost							442,478	410,650	31,828	93%
25		ICR @13%	Lumpsum						57,522	53,384.44	4,138	93%
Total Budget		Grand Total							500,000	464,034	35,966	93%