

# Annex H: Evaluation matrix

EQs 1-12	Governance & human rights	Education	Renewable energy
<p><b>1: Strategic contributions</b></p>	<p><b>Peace.</b> During the 1996-2006 conflict, Denmark and other donors engaged in informal dialogue with the various parties with the aim of reaching a peaceful solution based on democratic principles. After the signing of the CPA in 2006, Denmark joined other donors in its implementation, notably the demobilisation of former combatants, and supporting the participatory development of the 2015 Constitution to resolve many of the root causes of conflict and provide a new foundation for national society. A key post-conflict actor was the Nepal Peace Trust Fund (NPTF), which Denmark and other donors supported until April 2015 (with the EU and US continuing to do so thereafter).</p> <p><b>Democracy.</b> Danida promoted elections that have become increasingly free, fair and reliable, with improved voter registration, voter education and inclusive participation by all genders and groups. It also helped in many practical ways to nurture and validate the ideas of clean, democratic, rights-based governance, supervised by a free and independent press (including community radio), and supported repeated demonstrations of how to do it, in detail and in practice.</p> <p><b>Decentralisation.</b> Danida contributed to passage of the Local Self-Governance Act 1999, by which the district and village councils were enabled to promote autonomy for Local Bodies and maintain key principles for the current local elections, and was the only donor to support the Local Bodies Fiscal Commission which had an essential role in fiscal decentralisation, including the performance-based grant system. It was also active in establishing multi-donor support for the government's Local Governance and Community Development Programme (LGCDP), which later</p>	<p><b>Access and equity in education.</b> Danida consistently funded investments that contributed to increasing equitable access for generations of Nepalese youngsters, and made particular efforts to ensure access for girls, inclusion of out-of-school and disabled pupils, and those from disadvantaged communities. As a result, these groups are much better represented than before among professionals and elected representatives of the people.</p> <p><b>Quality of education.</b> Successive programmes supported by Danida and other donors in 1992-2012 (i.e. BPEP I &amp; II, EFAP, SESP, SSRP) invested in quality alongside access and capacity strengthening. While progress was made on proxy indicators of quality - including reducing drop-out rates, reducing pupil-teacher ratios, increased numbers of trained teachers, reduced repetition rates, increased 'survival rates' (including among marginalised caste and ethnic groups), and greater commitment among District Education Officers to monitoring learning outcomes and using these as tools for decision-making - there has been little significant change in learning outcomes (as measured through performance in national assessments). Key inputs included reforms and innovations that were initiated through Danida's direct support to the sector through a separate facility under a Direct Funding Agreement (which had minor support from Finland but no other donor).</p> <p><b>Institutional capacity for delivering education.</b> Danida contributed in a major way to the overall institutional strengthening and professionalisation of the education system through a holistic long-term approach to capacity development. This resulted in a significant improvement in the capacity for planning, decision making, implementation, monitoring and</p>	<p><b>Increasing energy access in rural areas and reducing fuelwood consumption.</b> Danida consistently funded the distribution of solar power and micro-hydroelectric systems that effectively brought light, communication, knowledge and enterprise opportunities to rural households and communities. Improved cooking stoves and biogas improved the health and local environment and reduced drudgery, especially for women who benefit from the delivery of water using solar pumps rather than hand carrying, and a reduced need to spend time on firewood collection.</p> <p><b>Institutional strengthening and awareness-raising.</b> Danida began work with renewable energy as an individual donor with the newly-founded AEPC, but drew in other donors to this 'single programme modality'. The AEPC has been strengthened and leads the rural renewable energy sector, and the programmes have contributed to supporting sectoral policies and guidelines. There has been a significant growth in private sector providers of renewable energy technology and services in rural areas.</p>

EQs 1-12	Governance & human rights	Education	Renewable energy
	<p>promoted the Ward Citizen Forums as a way to increase public involvement. Denmark was also the main donor to focus on the ‘downward accountability’ aspect and encouraged government to establish and institutionalise the Local Governance Accountability Facility.</p> <p><b>Human rights, access to justice, and inclusion of women and marginalised groups.</b> Danida supported NGOs and UN agencies that helped thousands of detainees, poor, female and marginalised people gain access to justice, and enabled the transformative work of the National Human Rights Commission (NHRC), while promoting a focus on non-discrimination through the Human Rights and Good Governance Advisory Unit (DanidaHUGOU). The most recent interventions, the Rule of Law Programme and the Governance Facility, continue these efforts with interventions that promote access to justice at both national level (by updating key legislation) and through local-level activities (such as socio-legal aid). Thus Danida consistently supported groups and networks that sought to end discrimination, prejudice and exclusion against women, low-caste (‘Dalit’) groups, and indigenous (‘Janajati’) peoples, eventually achieving new legal protections for them and ensuring that they have access to education and other opportunities. It also supported NGOs that helped bonded labourers and their children, and successfully advocated the legal prohibition of bonded labour itself.</p> <p><b>Tax reform.</b> Danida introduced and through sustained investment ensured that VAT would become government’s single largest and most reliable source of tax revenue, growing from NPR 8.3 billion in 1997-98 to NPR 103 billion in 2013-14, thus helping to finance a steadily-growing capacity to implement its own social development priorities.</p>	<p>accountability at all levels of the education system, with spill-over and learning effects for other sectors. It contributed to a strong process of decentralisation in the education sector which pre-dated the current government-wide decentralisation process. The investment in institutional capacity also strengthened confidence by other donors in education-sector planning processes and joint funding mechanisms, which Danida actively promoted. This directly contributed to the establishment of a sector-wide approach in education with associated budget support arrangements that are in place today.</p> <p><b>Innovation in education.</b> Danida’s focus on capacity and institutional strengthening and its work with teachers has affected the whole education system and its key institutions (i.e. the DoE and the Teachers’ Unions), while with other actors it provided key inputs to strengthening knowledge management and building a culture of research and innovation, and evidence-based decision making. Danida provided technical support and funds that directly contributed to many innovations in the education system that later became mainstream policies in the sector and country, including the establishment of resource centres, multi-lingual and inclusive education. The previously-mentioned direct funding through a separate facility was instrumental in driving innovation as it provided flexible and responsive funding - through a government-led decision making process - to evolving priorities.</p>	
<b>2: Specific contributions</b>	Numerous specific achievements on: certification of land rights for the landless and tenant farmers; relief to	Systematic improvement of access, equity and gender parity, first in primary education and later at all levels of	High installation rates for improved cooking stoves and solar home systems (but less progress on micro-hydro,

EQs 1-12	Governance & human rights	Education	Renewable energy
	<p>bonded labourers and abolition of bonded labour itself; provision of legal aid to detainees and vulnerable groups, including a focus on women; police training on the treatment of detainees; improved access to grants and services by Dalits and other disadvantaged people; and promoting a free press.</p> <p>At national level, contribution to adjustments of legislation in accordance with the 2015 Constitution after it entered into force.</p>	<p>the system. Thus, net primary enrolment increased from 70.5% in 1998 to 96.2% in 2015, and gender parity was achieved at all levels of the education system. Children with disabilities and from remote areas also now have better access to education.</p>	<p>biogas and other technologies); key support for the drafting of relevant policies; and after piloting in ESAP a Central Rural Energy Fund was established under NRREP to facilitate the spread of renewable energy technologies and development of a renewable energy private sector (but less progress on increasing productive use of energy in enterprise development).</p> <p>Establishing and implementing a process for recording greenhouse gas emission reductions eligible for certification under the Clean Development Mechanism of the Kyoto Protocol. By May 2017, 1.55 million tons of Carbon Emission Reductions were registered, and funds were paid to the Treasury.</p>
<p><b>3: Responses to change</b></p>	<p><b>Danida responded to the 1990 restoration of multiparty democracy</b> that was forced on His Majesty's Government by the People's Movement (<i>Jamandolan</i>), by opening an embassy and supporting elections in 1991, and then through 40 or more small projects to consolidate the democratic processes of the time, variously targeting awareness raising, good governance and democracy, law reform, legal, human and equal rights, and the holding of elections.</p> <p><b>Danida responded to the 1996 Maoist insurrection</b> - which was largely driven by public hostility to corrupt and centralised governance - by including good governance as a cross-cutting theme in the 1996-2000 Country Strategy, and sustaining this approach through annual consultations, while participating in support of government programmes (Human Rights and Governance Programme I &amp; II) that sought to defuse the root causes of the 'People's War' through modest reforms. Denmark maintained informal contacts with both sides in the conflict to promote a peaceful settlement, promoted global awareness of the conflict by helping human rights activists to leave the country, and encouraged the government to invite the UN Rapporteur to Nepal.</p> <p><b>Danida responded to the 2005 Palace Coup</b> by suspending its development activities other than those on education, human rights and good governance, and this included the signing of a formal agreement for continuing environmental, forestry and renewable energy programmes as components of a new Integrated Environmental Programme (IEP), of which only renewable energy re-started in 2006 (along with an extra focus on peace building). Thus the main net effect of Danida's response to the Palace Coup was the ending of environmental and forestry cooperation.</p> <p><b>Danida responded to the 2006 restoration of democracy and the Comprehensive Peace Agreement</b> by formulating a 2006-2008 Interim Country Strategy (later extended to 2010) and joining with other donors in vigorous efforts to promote implementation of the CPA, including all the main activities under peace building, constitution building, decentralisation, local democracy and various interventions to promote due process and human rights and support to the government's LGCDP I &amp; II (2008-2017).</p> <p><b>Danida responded to the 2005 Paris Declaration on Aid Effectiveness and the 2005 EU Consensus on Development</b> by enthusiastically promoting the development of SWApS and basket funding with government and other donors, leading to the gradual consolidation of such arrangements in the local governance (LGCDP), education (EFAP/SSRP) and eventually the renewable energy (NRREP) sectors, and related actions with willing partners such as through the Joint Funding Arrangement (JFA), but also by reconsidering the number of sectoral entanglements which may have been a factor in abandoning the IEP with its three 'programme-like' components, of which only renewable energy survived. An incipient SWAp in the forestry sector was later attempted by other donors but never progressed.</p> <p><b>Danida responded to the post-2006 Nepalese decision to prepare a new Constitution</b>, by leading donor support for participatory constitution building over six years, with the Constitution being eventually agreed as one of the final products of the entire peace process.</p>		

EQs 1-12	Governance & human rights	Education	Renewable energy
<p><b>4: Human rights</b></p>	<p><b>Human rights were strongly enhanced</b> through: support to NGOs specialised in the mediation of local disputes over land and other areas of conflict, some of them violent, which also introduced and validated an innovative approach to conflict resolution; collaboration with the NPTF to help ministries implement the CPA with a special focus on human rights and the Nation Action Plan to implement UN Security Council Resolutions 1325 &amp; 1820 on women's rights to peace and security; support for state institutions through DanidaHUGOU where the focus had been the respect for human rights; work with partners to promote the Participation, Accountability, Non-Discrimination and Transparency Principles, with an explicit focus on the rights of women and marginalised groups in development programmes; and more generally by being the lead donor on human rights, coordinating the Human Rights Donor Group, and facilitating donors' input to the Universal Periodic Review process.</p>	<p><b>Human rights were strongly enhanced</b> through support to improving access to education in remote and marginalised areas of the country and for groups who were being denied access (girls, disabled and marginalised groups). Human rights were also actively promoted through specific interventions such as the production of learning materials for the visually impaired, and the promotion of inclusive education. Links between human rights and education work enhanced the position of groups (such as the Tharus) who were exposed to educational opportunities and became literate, and were then able to empower themselves further.</p>	<p><b>There was some enhancement of human rights</b>, since renewable energy is a potent driver of progress through its impact on health, well-being, opportunity, learning, communication and the relief of individuals from drudgery, even though no specific effort was made to promote human rights or peace-building.</p>
<p><b>5: Good governance</b></p>	<p><b>Good governance was strongly promoted</b> through: support to LGCDP I and II, including Ward Citizen Forums and a Local Governance Accountability Facility to monitor local authorities; support to the Election Commission to promote reliable elections; support to the justice sector by strengthening coordination, preparing a strategic plan for sectoral actors, managing cases to reduce the number of cases pending court settlement; and support to NGOs such as SAMAGRA and the Nepal Madhesh Foundation (NEMAF), which created a base for increased participation at local level among marginalised groups. Danida linked the Danish Institute for Parties and Democracy to the support to political parties, including a joint mechanism among them (JOMPOPS) which has promoted increased female participation within political parties. Danida also supported the Association of Community Radio Broadcasters, through which over</p>	<p><b>Good governance was strongly promoted</b> through: support to school and district implementation plans, education awareness campaigns at local level, and capacity building of all key actors from the centre to the local level, which transformed the government planning system for education by introducing bottom-up participatory planning, and influenced broader decentralisation processes.</p>	<p><b>Good governance was moderately promoted</b> through the introduction of a Compliance Unit within NRREP. This supported the development of procedures for procurement, monitoring and financial management within AEPC, but AEPC was slow to deal with the irregularities that were detected. The subsidy mechanism had good outcomes initially in promoting the development of the private sector, but the system of procurement from pre-qualified firms became corrupted and led to higher prices. NRREP also supported CREF in establishing its Investment Committee or 'Board', including its capacity development. At the micro-level NRREP has worked with Regional Service Centres to improve their capacity and governance, and to train communities in good governance and management (e.g. micro-hydro users' groups). The move away from the single programme modality after NRREP is likely to lead to less efficiency</p>

EQs 1-12	Governance & human rights	Education	Renewable energy
	300 community radio stations were represented and provided with equipment and training.		as each donor programme will need its own planning and administrative systems.
<b>6: Likely sustainability</b>	<p><b>Sustainability is likely</b> for: the National Human Rights Commission and Election Commission (from the state budget); Phase II of the LGCDP SWAp; activities of the Rule of Law Programme (from donors and government, the latter having increased the budget for legal aid); the value-added tax (from revenues); and most partner NGOs (from increased fund-raising capacity).</p> <p><b>Sustainability is also expected</b> for the whole system of governance based on the 2015 Constitution and the 2017 local elections, but there is a continuing risk of shocks and reversals, especially at smaller scales but also with the potential for major upsets surrounding the future of the ‘Madhesi’ parts of the Terai.</p> <p><b>Sustainability is questionable</b> for: NGOs dependent on the support from the Governance Facility, since its future is still unclear; and most Danida-dependent CSOs after Danida’s departure.</p>	<p><b>Sustainability is likely</b> for: numerous changes and policies adopted by government (e.g. multi-grade teaching, multilingual education, online applications for scholarships); and continued government funding and efforts to promote educational equity.</p> <p><b>Sustainability is less likely</b> for: the disability agenda in education (because reduced funding is expected); and for the innovation, research and capacity-building that was previously supported under the Direct Funding Agreement.</p>	<p><b>Sustainability is likely</b> for: hydro-electricity schemes that are to be integrated with the national grid; renewable energy schemes that benefit from the ‘Best Available Technologies’ approach, in which attention is paid to what technology is most suitable and feasible for delivering renewable energy to households in a particular area; the AEPC, which is well-established and is expected to be supported by the UK, although its real future depends on its ability to adapt to the new decentralised administrative and political landscape of Nepal; and the CREF, since government has included it in the Cabinet-approved Subsidy Policy and has allocated it a budget for next year, and certain donors have expressed interest in extending it further support, even though questions remain about its independence. It is also possible that renewable energy schemes may show enhanced sustainability where they are managed by private companies that are now eligible for subsidies to do so.</p> <p><b>Sustainability is questionable</b> for some micro-hydro schemes that depend on community management.</p>
<b>7: Difficulties &amp; responses</b>	<p>Danida and other donors ended their support to the NPTF in April 2015, having been unsuccessful in urging government to comply with international standards on treating the victims of conflict and human rights violations.</p> <p>Some officials have expressed a preference for Denmark to route its support for human rights and good governance exclusively through the government’s own programmes, rather than through non-governmental channels, but this preference did not in practice block Danida support or the establishment of an independent DanidaHUGOU advisory unit.</p>	<p>No significant difficulties were reported before 2013. After Danida announced its exit from the sector, the relationship reportedly changed and there were significant tensions over government decisions related to the use of funds for technical support and innovation that were managed through the Education Programme Support Office (EPSO) under the Direct Funding Agreement.</p>	<p>Inadequate management and institutional capacity emerged as a significant problem within AEPC, particularly once the single programme modality was applied with NRREP. No significant difficulties were reported before the NRREP’s Compliance Unit began opening corruption investigations (although there may have been problems earlier). The donor group were dissatisfied with AEPC’s responses to these, and also with the slow pace of decision-making and resistance to change in some areas. These difficulties were not adequately resolved. The single programme modality is likely to change, and donors continuing in the sector will apply their own procedures in the future.</p>
<b>8: Lessons</b>	<b>Planners of all significant transitions, whether from one modality to another or the departure from a sector or country, should:</b>		

EQs 1-12	Governance & human rights	Education	Renewable energy
learned	<ul style="list-style-type: none"> <li>• <u>consider the specific role that the donor plays in the current arrangements</u>, and realistically evaluate the likelihood of other actors taking on that role with the same level of performance, and the consequences if this does not happen;</li> <li>• <u>take into account the views, commitments and schedules of all stakeholders</u> who may be affected by the change in arrangements, and plan it in a way that respects these as much as possible;</li> <li>• <u>anticipate and where possible mitigate all impacts of the change</u> in arrangements, while giving notice to affected parties of impacts that cannot be mitigated;</li> <li>• <u>allow for changes to be implemented gradually against a clear timetable with milestones</u>, to allow all parties to adjust to the new arrangements; and</li> <li>• <u>ensure that an exit strategy is considered and if possible specified in detail during programme preparation</u>, perhaps also foreseeing the need for specific expertise on exit planning.</li> </ul> <p><b>When entering a joint-funding arrangement, such as a basket fund or revolving credit fund, planners should ensure:</b></p> <ul style="list-style-type: none"> <li>• that the arrangement is <u>jointly designed by all participants</u>;</li> <li>• that <u>expectations are clear as regards what is to be achieved</u> through the arrangement, and the level of visibility required by each party to it;</li> <li>• that <u>clear procedures for dealing with the misuse of funds</u> are laid down in advance; and</li> <li>• that it is <u>clear how disengagement from the joint arrangement can be accomplished legally</u>, with the specific procedures and responsibilities for disengagement assigned to named entities in advance.</li> </ul> <p><b>In seeking to improve complex systems, planners should anticipate:</b></p> <ul style="list-style-type: none"> <li>• <u>slow processes of diffusion, testing, learning, adaptation of new ideas</u> in new circumstances, thus needing and eventually rewarding a persistent, flexible, long-term approach that includes a complete understanding of supply and demand factors, and contributes to meeting the needs of actors at all levels from central to local.</li> <li>• <u>investment in knowledge management and training staff and advisers</u>, so that lessons can be learned and shared reliably and effectively;</li> <li>• <u>the creative use of expert institutions, partners and staff with unique skills</u> and interests, thus requiring recognition of what each can contribute and respectful attention to how they wish to contribute;</li> <li>• <u>designs that contain checks and balances</u> to moderate the effects of political interference and personal tensions;</li> <li>• <u>the use of autonomous advisory units to work in socially- or politically-sensitive areas</u>, as a way to prevent those areas becoming isolated and opaque; and</li> <li>• <u>the use of autonomous compliance units</u> with a mandate to strengthen internal systems and investigate accounting or procurement irregularities, as a way to build capacity, improve transparency, and deter corruption.</li> </ul> <p><b>Where conflict is an important factor, planners should anticipate the need:</b></p> <ul style="list-style-type: none"> <li>• <u>to recognise when conflicts are ‘solution ready’</u>, based on understanding the causes of conflict (i.e. who fears losing what enough to fight for it) and the state of willingness to settle it (i.e. what is realistically available in a potential settlement to overcome the fear, hope and energy that will otherwise sustain the conflict);</li> <li>• <u>to accept that minimising harm may be the best available option before conflicts are ‘solution ready’</u>, and until then mediation can get local groups used to talking with each other, while the context of the dispute can be improved indirectly, such as by targeting equity, poverty, water, land reform, or governance, as appropriate;</li> <li>• <u>to ensure that post-conflict settlement processes include:</u> giving enough time for reflection and consultation; taking people’s concerns seriously; genuinely participatory planning; a thorough social impact assessment to detect those affected who are least able to seek redress; honest and consistent communications; and mitigation and compensation measures as necessary.</li> </ul> <p><b>Where a new component is offered to a programme to accommodate additional funds that ‘have to be spent quickly’, managers should insist:</b></p> <ul style="list-style-type: none"> <li>• <u>that the addition of the new component is justified</u> against pre-approved but unfunded elements of the programme itself (such as education or climate proofing), or else allocated only to low-risk, high-benefit, ‘no-regrets’ actions that do not threaten the integrity of the programme and that improve its context, impact or sustainability</li> </ul>		

EQs 1-12	Governance & human rights	Education	Renewable energy
	(such as climate change mitigation and/or adaptation).		
<b>9: Benefits for disadvantaged</b>	<p><b>Contributions include:</b> particular attention paid to support to independent media (including their focus on marginalised groups), the Dalit organisations' capacity to organise and access social services, the 'social families' approach, legal aid and access to justice, anti-torture, awareness of rights, strengthening of civil society organisations (CSOs), and police training on the treatment of detainees; and on gender issues in access to justice, elections, media, and promotion of Dalit women's rights. These and other contributions variously acted at the level of the individual and the country, for example with 15,600 vulnerable people receiving socio-legal aid and 15,000 families receiving landless person's identity cards, and changes to legislation such as that reserving 35% of Village Development Committee grants for Dalit and other marginalised groups, while the 2015 Constitution is itself an important step forward which Danida encouraged to the extent possible.</p>	<p><b>Contributions include:</b> the extension of educational services to remote areas; better access and facilities for disabled people; affirmative action for women and disadvantaged groups in teacher recruitment/training and scholarships; mainstreaming strategies for increasing access, participation and equity between girls and boys; initiatives on scholarships, hostels for disadvantaged girls, non-formal education, and producing materials in Braille and minority languages.</p>	<p><b>Contributions include:</b> clear benefits to women and children from improved cooking stoves and biogas, including reduced drudgery in collecting firewood and water, and cleaner air indoors; and improved mainstreaming of GESI during ESAP II and NRREP, but this remains limited. The role of women and disadvantaged groups as active partners appears limited both in AEPC and among RSC staff, as well as in user committees and trained skilled labour.</p>
<b>10: Promoting synergy</b>	<p><b>SWAps and basket funds.</b> Good coordination with government and donor participants in the Local Governance and Community Development Programme (LGCDP I &amp; II), Basic and Primary Education Programme (BPEP I &amp; II), Education for All Programme (EFAP), Secondary Education Support Programme (SESP), School Sector Reform Plan (SSRP) Support Programme, and the National Rural and Renewable Energy Programme (NRREP). It should be noted, however, that difficulties in coordination have arisen with donor partners as a result of Denmark's early exit from the Governance Facility.</p> <p><b>Government institutions.</b> Good coordination on the National Human Rights Commission (NHRC) and Election Commission, and within a permanent working group on air quality management involving all five municipalities in the Kathmandu Valley and the Ministry of Population and Environment (MoPE).</p> <p><b>Multilateral programmes.</b> Good coordination between Denmark, Norway and Finland in relation to the Rule of Law Programme (although UNDP proved to be a weak coordinator). Good coordination with donors regarding support to NHRC and other rights based commissions (e.g. Dalit, women) and also with the Election Commission (although UNDP again proved to be a weak coordinator, especially regarding communication to donors and capacity building of partners).</p> <p><b>Non-governmental organisations.</b> With the Governance Facility, a 'strategic partnership' approach was replaced by a not-yet implemented Integrated Results Framework and a project-based approach that would require partners that had previously accounted to one basket fund to administer separate projects from multiple donors. Moderate coordination with Danish NGOs, where sometimes there was limited information-sharing even though they were supporting the same partners and issues (e.g. DanidaHUGOU and the Governance Facility), thus undermining lesson-learning for the future. Likewise, Danida's aim to form strategic partnerships with Danish NGOs in priority countries may undermine long-established NGO partnerships in Nepal. Synergy has been promoted with other institutions such as the Danish Institute for Human Rights and the Danish Institute for Parties and Democracy.</p> <p><b>Donor groups.</b> Good coordination on human rights, where Denmark has been a lead donor, and in coordinating strategic activities such as the Universal Periodic Review process in 2015.</p>		

EQs 1-12	Governance & human rights	Education	Renewable energy
<b>11: Outside influences</b>	<p><b>Anticipation and response to economic, political and environmental shocks across all sectors.</b></p> <ul style="list-style-type: none"> <li>• <u>A single VAT to replace diverse sectoral taxes</u> is robust to sector-specific difficulties.</li> <li>• <u>The 2005 suspension of Danida funding</u> (along with that of other donors) was partly off-set by re-starting the renewable energy, governance and education programmes, but the abortion of the agreed IEP did lasting reputational harm and in the case of environment allowed real damage to occur that may otherwise have been prevented.</li> <li>• <u>The end of support to the education sector in 2012-13</u> damaged a good relationship with the Nepalese government and, since the timing made it hard for other donors to adjust, it weakened leadership in the donor community and hampered efforts to improve educational quality.</li> <li>• <u>The loss of momentum of the Paris Declaration</u> in recent years was not anticipated and could be seen as leaving Denmark rather isolated in its commitment to sector-wide approaches.</li> <li>• <u>The 1996-2006 armed insurgency/civil unrest</u> affected government participation in all environment and field forestry components, and although it was often not planned for it was adapted to through rescheduling or relocating certain activities.</li> <li>• <u>The 2015 earthquake</u> diverted some budget and staff-time to emergency humanitarian relief. Renewable energy structures in the four worst-hit districts were damaged, and NRREP coordinated support for rehabilitation while also helping to meet urgent heating, light and phone charging needs via renewable energy technologies.</li> </ul>		
<b>12: Danish added value</b>	<p><b>Special attention to:</b> oppression, injustice, transparency, democracy, governance, education, gender equity and social inclusion (GESI), corruption, the principles of participation, accountability, non-discrimination and transparency, and the application of all these priorities to practical circumstances, such as the improvement of police behaviour and the protection of the rights of both women and men in police detention.</p> <p><b>Notable characteristics:</b> neutral, impartial, inoffensive, moderate, reliable, and flexible.</p> <p><b>Consistent preferences:</b> long-term relationships, capacity-building partnerships, step-by-step change, non-governmental and cooperativist channels, study tours and education in Denmark, holistic approaches, sector-wide programming, and ‘soft’ values such as rights and equity over ‘hard’ inputs like infrastructure and technology.</p> <p><b>Leading, main or unique roles in:</b></p> <ul style="list-style-type: none"> <li>• <u>Decentralisation.</u> Promoting decentralisation, establishing a joint donor programme on decentralisation, unique support the Local Bodies Fiscal Commission, facilitating passage of the Local Self-Governance Act 1999.</li> <li>• <u>Education.</u> Leadership in the sector and donor group, unique holistic support to capacity development and systems strengthening, leadership in promoting innovations including multi-grade teaching, multilingual education (minority languages), IT reforms (e.g. on-line scholarship applications), disability agenda (e.g. materials in Braille), hostels for disadvantaged girls, non-formal education.</li> <li>• <u>Taxation.</u> A first mover in reforming the tax system and introducing VAT.</li> <li>• <u>Elections.</u> From the first in 1991, and followed-up through voter registration, and supporting the Election Commission.</li> <li>• <u>Human rights.</u> Lead donor on human rights, coordinator of the Human Rights Donor Group, and facilitator of donor inputs to the Universal Periodic Review process.</li> <li>• <u>Oppressed peoples.</u> Supported indigenous peoples’ participation in the first Constitutional Assembly; the first donor to focus on support to Dalits with a long-term project.</li> <li>• <u>Free press.</u> First mover on support for free and independent media.</li> <li>• <u>Brown environment.</u> Main donor on urban environmental quality (to 2005).</li> <li>• <u>Green environment.</u> Main donor on forestry and CBRM (to 2005), and renewable energy.</li> </ul>		

Evaluation matrix continued ...



EQs 1-12	Urban & industrial environment	Renewable natural resource management	Dairy sector
<p><b>1: Strategic contributions</b></p>	<p><b>Environmental awareness.</b> Danida helped create mass awareness of urban and industrial environmental issues, thus founding a tradition of activism and the training and motivation of generations of green activists.</p> <p><b>Environmental regulation.</b> Danida introduced the idea that businesses must pay to comply with regulated environmental standards and adopt clean technology and energy efficiency measures, thus founding the ISO 14001 compliance and certification industry in Nepal.</p> <p><b>Environmental standards.</b> Danida established ways to implement and monitor standards that were taken up by the private sector through FNCCI, government and multiple donors through long-term programmes that include the German NEEP, the Finnish SEAM-N and new commitments such as USAID's to air quality monitoring in the Kathmandu Valley.</p>	<p><b>Forestry groups.</b> Danida encouraged and enabled the formation of Community Forest User Groups (CFUGs) in 38 districts, where participatory and inclusive democracy was kept alive for two decades between elections, and from which emerged many of the just-elected local leaders.</p> <p><b>Forest rights.</b> Danida helped three-quarters of those same CFUGs to acquire the rights that have allowed sustainable forest management to prevail in the Mid Hills, making Nepal one of a tiny group of countries worldwide that have reversed net deforestation.</p> <p><b>Forest management.</b> Danida facilitated the training of thousands of community members and front-line forestry staff in the principles of multiple-output forestry, making Nepal into a world leader in community-based forest management.</p> <p><b>Catchment management.</b> Danida supported implementation of soil conservation and watershed (i.e. catchment) management in 20 districts at various scales through the training and motivation of Community Development Groups.</p>	<p><b>Healthy food.</b> Improved institutional, infrastructural and human capacity in dairy processing has led to clean milk production. Although Danida's support in the dairy sector ended in 2002, there are important legacy effects from a long-term contribution that covered all areas from production to processing and sales.</p>
<p><b>2: Specific contributions</b></p>	<p><b>Cleaner production, energy efficiency and air quality.</b> An Institute of Environmental Management was established which was very active in awareness raising and studies, and in collaborating with ministries and businesses in developing cleaner production standards and identifying ways to invest productively in cleaner production and energy efficiency; a Cleaner Production Fund was established to help finance these investments, and major reductions in wastes, emissions and costs were documented; and there were very high-impact interventions in support of electric vehicles and the improvement and monitoring of air quality in the Kathmandu Valley (although a waste water treatment plant was less successful).</p>	<p><b>Community forestry and catchment conservation.</b> Large numbers of Community Forest User Groups and Community Forests were established and many CFUG members and government foresters were trained in community-based, multiple-output forest management; there was also strong progress on community development motivation and training and integrated watershed management, and moderate progress on the management of tree genetic resources, silvicultural management of forests, and non-timber forest products.</p>	<p><b>Physical development of the dairy industry.</b> Construction and equipping of milk processing facilities, milk powder factory and cheese production unit.</p> <p><b>Human development.</b> Danida trained most of the country's dairy processing staff, as well as farmers, in clean production and milk quality. A direct result was the establishment of the Dairy Technology speciality within the Dharan Food Technology Institute.</p> <p><b>Private and public sector development.</b> The development of the public and private sector dairy processing industries (including dairy cooperatives) is directly based on the Danish support from 1972-2001.</p>

EQs 1-12	Urban & industrial environment	Renewable natural resource management	Dairy sector
<b>3: Responses to change</b>	<b>See first part of the matrix above.</b>		
<b>4: Human rights</b>	<b>There was some enhancement of human rights</b> , since cleaner environments are now recognised as belonging under the fundamental human right to life, health and freedom from polluted air, water and food, even though no specific effort was made to promote human rights or peace-building.	<b>There was some enhancement of human rights</b> , since community mobilisation and empowerment around the mission to preserve green, sustainable and equitable livelihoods with maximum participation and equity are now recognised as contributing to fundamental rights, even though no specific effort was made to promote human rights or peace-building.	<b>There was probably some enhancement of human rights</b> , since the development of a sector that uses and adds value to produce from many small and distributed milk suppliers, especially with a cooperativist dimension to promote inclusion and equity, may well have made a positive contribution to GESI, even though it was not considered in design or implementation.
<b>5: Good governance</b>	<b>Moderate promotion of good governance</b> may have resulted from improved environmental safety, public awareness of threats to environmental health, and participatory systems for reducing those threats.	<b>Good governance was strongly promoted</b> through: support to the establishment of Community Forests and Community Forest User Groups and the training of CFUG members; and support to the establishment of District Forest Coordination Committees which remain functional.	<b>Moderate promotion of good governance</b> may have resulted from the organisation of farmers in dairy cooperatives and Danida training and support for them.
<b>6: Likely sustainability</b>	<b>Sustainability is likely</b> for: some legacies of the programme, including the ISO14001 compliance sector where environmental management regulations exist, energy efficiency activities taken over by Germany (NEEP I-III), and air quality monitoring in the Kathmandu Valley by USAID and others.	<b>Sustainability is likely</b> for: some legacies of the programme, including the Community Forest User Groups and community forestry in general.	<b>Sustainability is likely</b> for both the Dairy Development Council and the NDDDB which continue to function (although subject to political interference), and the dairy plants built or renovated are still in operation.
<b>7: Difficulties &amp; responses</b>	No significant difficulties were reported, other than related to the WWTP, before the abortion of the Integrated Environmental Programme in 2005.	No significant difficulties were reported, other than a lack of interest by government in the tree improvement theme, and differences of opinion over the type of inputs required for institutional strengthening, before the abortion of the Integrated Environmental Programme in 2005.	No significant difficulties were reported, until the political interference following a change of Executive Director at NDDDB that caused Danida to withdraw from the sector.
<b>8: Lessons learned</b>	See first part of the matrix above, and: <ul style="list-style-type: none"> <li>• <u>Cleaner production can best be promoted</u> through a combination of green credit, regulation, training and certification.</li> <li>• <u>Multiple changes are needed to improve air quality in urban environments</u>, including legislation, monitoring, enforcement, awareness-raising, targeted investment incentives, institutional cooperation, and for electric vehicles battery and power-unit</li> </ul>	See first part of the matrix above, and: <ul style="list-style-type: none"> <li>• <u>Community-based resource management is an effective strategy</u> for reducing poverty, increasing equity, maintaining ecosystem goods and services and promoting climate change adaptation, but requires close attention to local cultural and ecological conditions, and the empowerment of locally-accountable groups.</li> <li>• <u>Renewable natural resources are diverse living</u></li> </ul>	See first part of the matrix above.

EQs 1-12	Urban & industrial environment	Renewable natural resource management	Dairy sector
	technology, battery charging, exchange, reuse and recycling, electricity supply and distribution, and training.	<u>systems</u> able to yield multiple goods and services, including cultural ecosystem and genetic resource services that are subtle, non-obvious, and require sustained attention and care to maintain.	
<b>9: Benefits for disadvantaged</b>	<b>Contributions include:</b> some training/employment of women electric vehicle drivers, but there is no evidence that GESI mainstreaming or the human rights based approach have been applied systematically or effectively.	<b>Contributions include:</b> 40% participation of women in CFUG training, 100% hiring of female Community Motivators for Community Development Groups, and facilitation of gender and equity working and learning groups with MoFSC, IUCN and SDC. Of the 19,361 CFUGs constituted in 1998-2017, total committee membership was over 210,000 of whom over 69,000 (33%) were women - a share that rose to 44% among groups constituted since 2009.	<b>No direct contribution</b> , as GESI was not considered in design or implementation, although the development of a sector that uses and adds value to produce from many small and distributed milk suppliers, especially with a cooperativist dimension to promote inclusion and equity, may well have made a positive contribution to GESI.
<b>10: Promoting synergy</b>	<b>See first part of the matrix above.</b>		
<b>11: Outside influences</b>	<b>See first part of the matrix above.</b>		
<b>12: Danish added value</b>	<b>See first part of the matrix above.</b>		