Integrating Home Garden into Small Farming and Livelihood System

HOME GARDEN PHASE IV

January 2014-January 2018
Table of Content

Contents
1. Background and Context Analysis ........................................................................................................ 5
2. Lesson Learned from Earlier Phases (I – III) and Implications to new phase ............................... 8
3. Project Framework and Approaches ............................................................................................... 12
   3.1. Project framework ..................................................................................................................... 13
   3.2. Project Approach ....................................................................................................................... 16
4. Project Coverage and Orientation .................................................................................................. 17
5. Project Institutional and Operational Arrangements ..................................................................... 19
6. Project Resources and Management ............................................................................................... 22
7. Monitoring, Reporting and Evaluation Mechanisms ....................................................................... 25
8. References ......................................................................................................................................... 28

Annexure
Annexure I: Distinguishing features of home garden and kitchen garden
Annexure II: Logical framework of the project
Annexure III: Time frame and estimated budget for the phase
Annexure IV: Proposed Organ-o-gram of the project
Annexure V: Terms of Reference (ToR) of Project Steering Committee and the Project Support Unit
Executive Summary

The home garden is a traditional land use system around a homestead, where traditional and improved varieties of vegetables, fruits, spices, fish, poultry and livestock are maintained by the household members and the products thus generated are primarily intended for family consumption. In Nepal, home gardens occupy just 2-11% of the family land holding but supply about 60% of the families' requirement for vegetables, fruits and spices. Thus, home gardens play a very big role in fulfilling families' nutritional needs. Realizing the potential of the home garden system, the Swiss Agency for Development and Cooperation (SDC) has been supporting the promotion of home gardens since 2002 in different phases (first phase: 2002-2005; second phase: 2006-2008; third phase: 2009-2013).

External reviews (2005; 2008 and 2012) of the home garden project (HGP) have validated that home garden interventions have been highly successful in reaching and improving family nutrition status of Disadvantaged Groups (DAGs) through diversifying their dietary sources. Home Garden interventions are also found successful in reducing economic vulnerability through the sale of surplus products and thus improving livelihood conditions of DAGs. The complementary nature of the home garden interventions, owing to their low cost investment, has been an added advantage, which enabled existing livelihood and developmental programmes to integrate home garden technologies for reaching larger beneficiaries to demonstrate impact at scale. Thus, to capitalize on this fact, the third phase of HGP focused on integration of the home garden programme into SDC cluster districts (Ramechhap, Okhaldhunga and Khotang) and into the plans of the Government of Nepal's District Agriculture Development Offices (DADOs). Based on the learning and recommendations from the external review report, the fourth phase of HGP has been designed with a focus on DADOs taking a lead role in implementation with non-government organizations (NGOs) providing a supportive role in programme implementation, as well as performing technical backstopping functions.

The governments of Nepal and Switzerland will sign a bilateral agreement to fund the fourth phase of HGP, which is a 4 year project (July 2013 – June 2017). The project is expected to be integrated into DADO's regular programme in 20 districts of Nepal during the four year period. The Government of Nepal will be the main implementing agency with national level NGO providing technical backstopping, mentoring and capacity strengthening of government staff and civil society organizations responsible for programme implementation at district level. The programme fund, as per the detailed budget prepared, will directly flow to focal agency in the Department of Agriculture, whereas fund for NGOs will flow through the Programme Support Unit. The project aims to achieve two specific outcomes, namely that small holders and disadvantaged groups adopt home garden for improved family nutrition and increased income from surplus production, and that government agencies and NGOs internalize home garden as a targeted programme for small holders and disadvantaged groups for nutritional improvement. The fourth phase adopts a two-pronged programming approach: the first set of activities focuses on strengthening the capacity of service providers (DADOs and NGOs) in home garden concepts, approaches and practices as well as social mobilization; and, the second set of activities focuses on empowering disadvantaged groups with
knowledge, skills and voice so that they can participate effectively and get access to services and resources that are needed to adopt and benefit from Home Garden technology.

SDC makes an investment of NRs 275.32 million over a 4 year period to directly reach about 40000 households. The project will focus on an annual outcomes monitoring system to generate accurate and reliable data for reporting. At the same time, a project inbuilt public hearing and public audit (PHPA) mechanism will ensure direct accountability to the community members that the project serves. Wider publication of project learning through publications and presentation of works in national and international conferences has been planned for increased visibility of project actions.
1. Background and Context Analysis

A home garden, literally known in Nepali as Ghar Bagaincha, refers to the traditional land use system around a homestead, where traditional as well as improved varieties of vegetables, fruits, spices, fish, poultry and livestock are grown and/or maintained by the household members and the products thus generated are primarily intended for family consumption. Several terms have been used to describe these self-provisioning garden production systems, such as homestead garden, backyard garden, kitchen garden, agro-forestry, mixed garden, garden culture, etc.\(^1\)\(^2\)

In Nepal, home gardens occupy just 2-11% of family land holding but supply about 60% of family requirements for vegetables, fruits and spices, thus highlighting the tremendous contribution of the home garden system in meeting family nutrition.\(^3\) Realizing the potential of the home garden system, the Swiss Agency for Development and Cooperation (SDC) has been supporting the promotion of home gardens since 2002 in different phases (first phase: 2002-2005; second phase: 2006-2008; third phase: 2009-2013). Based on the positive review of third phase home garden programme (HGP), SDC has commissioned a three member team of experts to develop the fourth phase HGP.

In the following sub-sections, an effort has been made to: 1) illustrate how the unwavering support of the Swiss Agency for Development and Cooperation (SDC) in Nepal promoting home gardening spanning over a decade has yielded positive results; 2) establish the relevance of home gardens in changing the socio-economic and political contexts of the country; 3) explore how outcomes from home garden interventions directly support the SDC’s imperatives as guided by Swiss Cooperation Strategy for Nepal 2013-17; and 4) link the home garden within the framework of Nepal government’s policies on agricultural development.

1.1. Overview of the home garden project (phase I to III)

The home garden project (HGP) started in 2002 as a contribution project from SDC focusing on scientific inquiry by conducting on-site research on the concept and applicability of the home garden in four districts representing different agro-ecological zones. The first phase (2002-2005) thus explored the potentials and understanding the technicalities of home garden systems (size, structure, composition, use value) in different ecological and socio-economic settings. Findings from the first phase concluded that the home garden can be an effective means to secure family nutrition derived

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from diversified sources of diets including animal source protein (ASP), which are grown or maintained in the garden.

The second phase (2006-2008) involved implementing home gardens in the field in 13 districts of Nepal. The external review conducted in 2008 noted the following: 1) disadvantaged groups (DAGs) in the project sites adopted home garden technology and benefited from better availability of diversified dietary sources produced around the homestead; 2) DAGs were able to augment income by selling surplus products from their home garden within communities or at nearby local markets; 3) the home garden, when implemented as standalone programme had limited scope to generate impact at scale and deemed less cost-effective; and 4) home garden interventions can complement any livelihood enhancement activities targeted to resource poor households.

The third phase (2009-2013) thus aimed at integrating home garden elements into other livelihood improvement programmes to strengthen such complementarities. This phase had a specific focus on integration of the home garden programme into the SDC cluster districts and the Government of Nepal's District Agriculture Development Office (DADO) plans as well as strengthening the capacity of home garden groups to sustain home garden initiatives in the long run. The external review conducted in 2012 highlighted the following: 1) confirmed the project's effectiveness in reaching and benefiting landless and land poor farm households, especially DAGs with improved nutrition through diversifying dietary sources and reduced vulnerability to economic shocks through sale of surplus products; 2) strengthened resilience of DAGs to climate change impacts by promoting biodiversity and the use of traditional, locally available low input and technologies adapted to the stress climatic condition; 3) development and mobilization of Local Resource Persons (LRPs) contributed to the supply of technical input and for sustainability of the outcome of the project among the beneficiaries; 4) the home garden, being low input and less labour intensive technology, is resilient to the effect of male out-migration in rural communities; 5) the home garden interventions are more adaptive to the impacts of climate change; and 6) the current geographical coverage of the project is too thin to provide demonstrative impact to a level to integrate to the Government of Nepal system for wider coverage. These conclusions have been more elaborately described in the lessons learned section (Section 2) and incorporated in the design of the fourth phase home garden proposal (Sections 3-7).

### 1.2. Political and socio-economic context

The comprehensive peace agreement signed in 2006 was a major step in transforming Nepal as a secular, inclusive, federal democratic republic state. The nascent and fragile peace process, which has now existed for more than six years in the country, was expected to provide greater political stability to allow the economy to grow and create jobs. The new constitution was expected to provide the framework for the devolution of power to local government bodies and communities. However, the country continues to go through a number of serious political deadlocks, and the new constitution is far

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4 Timsina and Devkota, 2008. External review report of Home Garden Phase II.
5 Disadvantaged groups (DAGs) defined here as individuals and households that are economically poor and socially discriminated such as poor dalits, poor women and poor discriminated ethnic groups comprise the impact group, whose lives the project intends to bring lasting positive change.
from being complete. The volatile political situation of the country, to a large extent, can be held responsible for the poor economic health of the country.

Nepal is a multi-ethnic and multi-lingual society characterized by patriarchal social structures and a caste system that disadvantage several groups, such as so-called lower castes (e.g. Dalits), ethnic groups (Janajatis), and women. The structural subordination, marginalization, exclusion and discrimination against DAGs increase their vulnerability and exploitation, and eschew them from social, economic, political and public participation. Thus, poverty and social exclusion of DAGs is a major socio-economic issue that deserves immediate remedial action. This is where home garden comes in. External reviews of the home garden project (HGP) have emphatically shown that home garden interventions have been extremely successful in reaching DAGs and making positive changes in their lives, especially in improving family nutrition (by increasing dietary diversity) and generating supplementary cash income by selling surplus home garden produce. Similarly, by applying a rights-based approach (RBA) to development, HGP has taken extra effort in inclusive targeting, group governance coaching and empowerment of DAGs, thus making DAGs capable of playing a meaningful role in group decision making processes, and contributing to inclusive local development.

Home garden objectives and modalities had direct relevance to the Swiss Strategy for Nepal (2009-2012)\(^7\) especially focusing on better livelihoods for women and men through equitable access to development, inputs, and assets and services and thus contributing to inclusive and connected local development.

The fourth phase of home garden contributes to overall goal of Swiss Cooperation Strategy for Nepal (2013-2017)\(^8\) in terms of promoting social, economic and political opportunities that enable women and men alike to make their own choices and sustainably improve their well-being. Home garden interventions directly contribute to achieve Domain 2 - by improving livelihoods sustainably and increasing resilience for DAGs living in rural farm villages. The HGP completely abide by the guiding principles laid out in the Swiss Cooperation Strategy for Nepal (2013-2017) document, namely Ownership and Harmonisation, Equity and Inclusion, and Governance, Impartiality and Conflict Sensitive. The HGP fourth phase is clearly in line with the ownership and harmonisation principle with the government of Nepal playing a key implementing role while NGOs provide technical assistance. This arrangement is in the spirit of the guiding principle that emphasizes **Nepalese actors, particularly local and national authorities, should increasingly play a leading implementing role in programmes supported by Switzerland, with their capacity being strengthened as a result.** Equity and inclusion is addressed through continued focus on DAGs and gender equality in accessing goods and public services. As a matter of fact, this has been one of the strongest points of HGP. The HGP has been implementing actions by applying principles of good governance such as non discrimination, participation, transparency and accountability persistently across its actions. Home

\(^7\) Swiss Cooperation Strategy for Nepal 2009-2012.
garden initiative further helps small holders and DAGs to adapt and build resilience to climate change and disaster by diversifying species which are keys for building community resilience.

1.4. Agriculture development strategy and other relevant documents
The Government of Nepal has made a commitment on the right to food of its citizens by incorporating food sovereignty into the Interim Constitution of Nepal 2007. Likewise, the Agriculture Development Strategy (ADS - under preparation) as well as Food and Nutrition Strategy (under preparation), which is expected to be the guiding document for investment in agriculture in the future, explicitly mentions inclusive, sustainable, multi-sector, connectivity-based growth in the agricultural sector to result in increased food and nutrition security, reduction in poverty, higher and equitable income of rural households and ultimately agricultural trade surplus. Hence, the government has made a policy shift for inclusive and multi stakeholder engagement in the provision of goods and services. This is in realization of the fact that the government alone does not have the necessary financial resources nor the skilled human resources to translate the commitment made into tangible results. Since, HGP objectives and working modality perfectly fits with government's provision, the fourth phase of the project has been designed for government agencies especially DADOs to take a lead role in implementation of home garden interventions, with NGOs providing technical backstopping and assistance.

Home garden interventions also contribute to achieving the Millennium Development Goals (especially Goal 1 – eradicate extreme poverty and hunger; Goals 4 and 5 – reducing child and maternal mortality), a pledge renewed by the current Three Year Plan (2010-2013). HGP interventions emphasize diversifying sources of quality diets/nutrients and maximizing supplementary income from the sale of surplus home garden products thus contributing to reducing hunger and poverty as well as reducing child and maternal mortality. HGP interventions contribute to gender equality by directly working with women in improving their wellbeing through better availability of food, nutrition and small income, but also empowering them to organize, to build voice and access to decision making.

2. Lesson Learned from Earlier Phases (I – III) and implications to new phase
The lessons learned from the HGP have been incremental, building on the success of the previous phases and overcoming the shortcomings identified by various external review reports. Some of the key lessons learned from over one decade of project implementation have been captured below, which formed the cornerstones of the fourth phase of the project.

2.1 Home garden as the entry point for reaching poor, women and disadvantaged groups
The most distinguishing and prized feature of home garden has been its rock solid reputation, demonstrated and validated by various external review reports, that the home garden initiative has been successful in reaching and strengthening the capacity of DAGs, especially landless and land-poor

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11 External Evaluation Reports 2005 (Phase I), 2008 (Phase II) and 2012 (Phase III).
households, to improve nutritional security through adoption of home garden technology and diversifying dietary sources in their homesteads, as well as generating supplementary income from the sale of surplus home garden products.

The conventional agriculture based livelihood and food security programmes focus on households with arable land. Households with limited land or no arable land are excluded due to structural limitations of the programme. Home garden interventions have proven to be best suited to serve the under-served impact group because the interventions occupy just 2.11% of family land holding but supply about 60% of family requirement for vegetables, fruits and spices, highlighting the tremendous contribution of the home garden system in meeting family nutrition. Since home gardens are practiced in smaller areas around the homestead, this is considered a woman's domain with women's involvement and engagement defining and shaping the management, production and use of the system. It is important to note that women have control over cash income generated from sale of surplus home garden produce contributing to economic empowerment of poor women. Even in highly industrialized nations like the USA, home gardening has been discussed as a potential adaptive response to economic hardship. Finally, it has been reported that male members support their female counterparts and encourage them for their involvement in home garden programmes thereby supporting the social empowerment of the impact group. Hence, home garden can be a strategic entry point for the inclusion of women and poor in wider development initiatives.

### 2.2 Complementary nature of home garden interventions for livelihood diversification

Home garden interventions, owing to their low resource intensity/requirement, have proved to be perfect as an entry point or add-on in any livelihood enhancement activities targeted to resource poor, women headed and otherwise disadvantaged households. With small external support in terms of seasonal vegetable seeds (home garden kits), fruit and/or fodder saplings, spawn for mushroom production, chicken and small livestock, etc., these DAG households can produce enough fresh vegetables, fruits and animal source protein (ASP) for their family nutrition and generate some supplementary cash income as well. The income derived through home gardening, though small in real terms (approximately Rs 6000/year), has significant value for these poverty stricken households in partially meeting their household necessities. Corollary to integration, when home gardening is implemented as a standalone programme, it may not deliver the intended outcomes in cost-effective manner. The HGP is thus aimed at integrating home garden elements into other livelihood improvement programmes to strengthen such complementarities. Consequently, the third phase had specific focus on integration of home garden programme into SDC cluster districts (Ramechhap, Okhaldhunga and Khotang) and in the plans of the Government of Nepal's District Agriculture Development Offices (DADOs).

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2.3 Partnership with multiple stakeholders for achieving impact at scale

Points 2.1 and 2.2 above led to the logical progression of a partnership approach with multiple service providers in the second and third phases of the home garden project. As a result, in addition to LI-BIRD as primary grantee, new service providers (NGOs), namely TUKI Sunkoshi (Sindhupalchowk), CEAPRED (Dadheldhura, Baitadi, Surkhet and Kavre) and Group of Helping Hands (SAHAS Nepal in Okhaldhunga) entered the scene as sub-grantees to provide services in some of the project districts. Similarly, the Department of Agriculture passed a norm for the home garden for DADOs to follow while integrating home gardening into their regular programmes. This policy initiative made integration of the home garden possible in the government extension system. Consequently, DADOs in 10 out of 15 home garden districts in the third phase have integrated home garden components at various degrees into their regular programmes. Similarly, it was observed that NGO partners have integrated home gardens in various projects and programmes in their organizations. However, such achievements are seldom highlighted in the current project reporting system.

Having said the above, the fourth phase proposal development team, through interaction with various implementing partners, identified some areas for improvement to strengthen the partnership for achieving impact of the home garden at scale. First, there was a lack of consistency in understanding of home garden concepts and practices amongst the staff of various organizations, resulting in divergence of application of home gardening in the field. Some level of standardization with a minimum set of pre-agreed interventions to define “home garden” is absolutely necessary for up scaling home gardening by different organizations. Moreover, staff from implementing agencies must have proper orientation and training on home garden concepts, features and practices to ensure consistency in the approach being promoted. Second, there were limited forums provided for different partners to widely share their learning and collectively learn from each other’s actions, resulting in meagre joint planning and monitoring of activities and leading to variance in activities implemented by different partners. The HGP fourth phase has provisioned for various learning and sharing forums (district, national and international workshops) to overcome this limitation. Third, integration of the home garden into the government’s own programme was largely dependent on the initiative and efforts taken by individuals at DADOs rather than a directive that was binding with some budget support to motivate piloting. With budget support to DADOs for piloting HGP in certain VDCs, the government can fully integrate home garden in their regular programme. Fourth, the norm for home gardening, which was endorsed by the government proved instrumental to integrating the approach into the government system, but still needs revision to broaden the scope to cover new districts. The project will closely work with the government to amend the norm.

The fourth phase of home garden project will build on the strengths of these partners while at the same time adequately addressing limitations and shortcomings identified for the delivery of project results.

2.4 Integrating nutrition education and awareness into home gardens for health outcomes

The 2012 external review report has clearly highlighted that the project fell short in terms of convincingly demonstrating the link between higher diversity in home gardens and dietary diversity leading to better health outcomes of family members.
Evidence from projects in Africa and Asia have indicated that agriculture based nutrition interventions focusing on home gardening and household animal production have the potential to contribute to improved household nutrition\(^\text{15,16,17}\). Yet, Girard \textit{et al} (2012)\(^\text{18}\) argued in their review paper that increases in food production do not automatically translate into improved diets, nutrition and health. This is especially for women of reproductive age and young children, particularly in regions where biases against women are inherent. Nevertheless, a body of evidence generated by Berti \textit{et al} (2004), Ruel and Levin (2000), and Leroy and Frongillo (2007) has emphatically shown that agricultural interventions (home garden) that explicitly included improved nutrition as a primary objective, that included a nutrition education and counselling component, and that had gender considerations resulted in significant improvement in nutrition outcomes. These authors have emphasized that integrated home gardens, which include fruits and animals in addition to vegetables have an impact on health outcomes of beneficiaries. Hence, the design of the fourth phase of the home garden project has taken those lessons on board.

### 2.5 Promoting integrated home gardens for maximizing family nutrition

The 2012 external review report indicated that home garden interventions were vegetable-oriented with less emphasis on fruits, animals, poultry, honeybee and mushroom integration. Thus, the project has been designed to promote integrated home gardens where multiple components will be promoted. Outcome indicators have been set accordingly to monitor project progress. Material support in the form of home garden diversity kits, comprising of seasonal vegetable seeds of local and improved varieties, animal breeds and fruit saplings, provided to impact groups has been found to be highly effective in managing home garden diversity and promoting family nutrition\(^\text{19}\). The practice of making available diversity kits will be promoted and expanded in fourth phase of the home garden project.

### 2.6 Research for attaining dynamism in home gardens

Research on home gardening has two dimensions: 1) the first refers to making the home garden system more resilient in the face of climate change by identifying stress (moisture, nutrients, shade, disease, pest etc) tolerant species suitable for home gardens, and 2) the second refers to building the evidence base about the effectiveness of agriculture based nutrition interventions, premise on which home garden has been promoted, to improve the nutrition and health of DAGs, especially women and children, which is so far grounded largely in a limited number of heterogeneous, quasi-experimental studies that had significant methodological limitations and weaknesses\(^\text{20}\).

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\(^{19}\) Linking home garden in inclusive development programme for contribution in securing livelihoods of resource poor and DAGs in Nepal: home garden phase iii, April 2009 – March 2013.

Therefore, to address these weaknesses the fourth phase of the home garden project has proposed to include the Horticulture Research Division (HRD) of the Nepal Agricultural Research Council (NARC) as one of the partners along with PSU to undertake adaptive research to identify, characterize, improve and register local indigenous vegetable and fruit species suitable for home garden. Similarly, to address the latter dimension mentioned above, the project proposes to include the Safe Motherhood Network Federation (SMNF) partner NGO and Bioversity International to provide expert advice on methodological aspects including monitoring nutrition related outcomes (anthropometric, clinical and biological indicators) and health indicators.

2.7 Publication for wider visibility of the home garden

During the fourth phase project proposal development process, the team realized that despite excellent work being done by the project on the ground, the project had limited visibility, coverage and impact at national and international levels. In fact, a meta-analysis (review of published work on subject matter) of global work on home garden did not feature a single article resulting from the HGP’s work, which clearly demonstrated the project’s limitation in publication. Knowledge products development in the form of peer reviewed journal articles and sharing project work through conference papers was largely ignored in the previous project documents. Consequently, the ability of the project to contribute to national and global knowledge base on home garden and influence development discourse of the home garden has been severely compromised.

Realizing this shortcoming in the preceding phases of the project, the proposed project has placed considerable importance on publishing home garden findings in Nepali journals, mass media as well as in reputed international journals with high impact factor as well as sharing project findings amongst peers in national and international workshops and conferences. These actions are designed to yield visibility to the project’s work and give due credit for the exceptional results achieved on the ground. In the long run, such visibility would help to widen the scope of project through self learning and exchange of skills.

3. Project Framework and Approaches

The fourth phase of HGP has been designed based on the learning drawn from the third phase as well as on the recommendations made in the external review of the third phase commissioned by SDC in 2012. Hence, the fourth phase will not be implemented or managed as a standalone project. Rather it will form an integral part of the regular agriculture development plans and programme of Nepal government, but SDC will provide direct budget support to the Government of Nepal by signing a bilateral agreement between the Governments of Switzerland and Nepal (Figure 1). The composition and functions of different committees and organizations/agencies mentioned in project framework (Figure 1) are elaborated in Section 5 below as well as in Annexure V, and an organogram with number of staff is presented in Annexure IV. By signing the bilateral agreement, the government will make commitment to mainstream home garden in GoN’s regular programme, at pilot scale in 20 districts of Nepal (Details of project districts provided in Figure 2, Section 4.1). The Government of Nepal will be the main implementing agency supported by district level NGOs in field implementation of home garden interventions while national level NGO will function as project support unit (PSU) with technical backstopping, training, mentoring and ensuring the quality of project deliverables. The PSU will have
the overall responsibility of project deliverables and directly report to SDC. Section 3 has been divided into two sub-sections. The first, deals with the project framework, i.e., goal, objectives, outputs and activities (refer Annexure II for details); and the second, deals with programming approaches.

3.1. Project framework

3.1.1. Goal

The overall goal of the project is to contribute to improve family nutrition and resilience of smallholders and disadvantaged groups, especially women, by scaling up home garden practices.

3.1.2. Outcome 1

Smallholders and disadvantaged groups adopt home garden practices and disseminate the adopted practices in their vicinity to improve family nutrition through diversified dietary sources and build resilience.

3.1.2.2. Outcome 2

Government line agencies, local government and non-government organizations in working districts integrate home garden into regular plans and strengthen capacity to respond to the demands of home garden farmers for inputs and services.

3.1.3. Outputs

For each outcome mentioned above (3.1.2.1 and 3.1.2.2), there are outputs contributing to the outcome. Within each output there are a number of inter-related activities to deliver the output, which is listed under the output heading.

Outcome: Smallholders and disadvantaged groups adopt home garden practices and disseminate the adopted practices in their vicinity to improve family nutrition through diversified dietary sources and build resilience.

3.1.3.1. Output 1

SHDAGs have increased nutritional awareness about home garden products.

Activities to deliver Output 1: Home garden orientation training to group members; training on nutrition, hygiene and food preparation; home garden diversity fair and food fair; drama and documentary at the local level to convey messages about nutrition in the community; home garden orientation training to female community health volunteers; periodic health monitoring of women and children (malnutrition, Vitamin A, iron, etc.).

3.1.3.2. Output 2

SHDAGs consume diversified home garden products of high nutritional value.

Activities to deliver Output 2: Diversifying family nutrition sources through home garden kits; training for farmers on low cost home garden management; vegetable nursery management; integrated pest management; sustainable soil management (shed improvement, compost making, vermicompost, etc.);
integrated crop/livestock management; capacity building of staff on new technologies on integrated home garden management.

3.1.3.3. Output 3

SHDAGs capitalize on the income potentials of home garden surplus products.

Activities to deliver Output 3: Support to strengthening IGA integration in home garden (livestock, bee keeping, mushroom, post-harvest processing); refresher training on IGA integration in home garden; material support for integrated home garden; community fund for income generation activities for the ultra poor; material support for micro irrigation.

3.1.3.4. Output 4

SHDAGs participate effectively in decision-making of home garden groups.

Activities to deliver Output 4: Training on social rights and good governance and group mobilization; leadership training and backstopping to potential leader farmers in groups; exposure visit for farmers.

3.1.3.5. Output 5

Institutional capacity of SHDAGs enhanced.

Activities to deliver Output 5: Training to strengthen small level saving and credit cooperative; explore and promote niche and collective marketing for home garden products; support groups on institutional building activities; public hearing and social auditing; capacity building of field staff to institutionalize groups. Awareness of the group on DADO plans, resource available at local government offices and line agencies; capacity building of HG groups to demand and to access to those resources

3.1.3.6. Output 6

Resource home gardens developed in the community.

Activities to deliver Output 6: Need based support to resource home gardens; leader farmer training to resource home gardeners; community seed bank; community resource centres and nursery; identify and promotion of high value products with aesthetic and cultural significance; cooperatives, local human resource development.

Outcome 2:

Government line agencies, local government and non-government organizations in working districts integrate home garden into regular plans and strengthen capacity to respond to the demands of home garden farmers for inputs and services

3.1.3.7. Output 7

Home gardens supported through research and validation actions.

Activities to deliver Output 7: Scoping exercise in home garden sites to identify local promising vegetables and fruit landraces and animal breeds for improvement/promotion; on-station and on-farm testing of collected materials for unique traits; on-farm testing of promising materials; registration of promising landraces and seed production; explore and promote stress tolerant crop species; technology
testing for increased climate resilience; measuring contribution of home garden to family nutrition through nutrition survey; project site selection and baseline study.

3.1.3.8. Output 8

DADOs, DLSOs and local government structures have enhanced capacity to provide material and technical support to home garden groups.

Activities to deliver Output 8: Training to DADO and DLSO staff on the home garden approach, techniques and tools; half yearly district coordination committee meetings; quarterly cluster sharing meeting; exchange and learning visits within district; sharing by ASC staff in monthly meeting of DADO; diversity kit and material support to DADO.

3.1.3.9. Output 9

Partner NGOs integrate home garden approach in their livelihood and other development programmes.

Activities to deliver Output 9: Training of staff from partner NGOs in the home garden approach, tools and techniques; exposure visit to NGO partner staff and ASC staff to existing home garden sites for learning; introducing home garden activities in their existing food security and development programmes through AWP; NGO partners are supported by PSU in integrating home garden into newly developed proposals.

3.1.3.10. Output 10

Local government structures and mechanisms ensure inclusion of home garden promotion plans in VDC and AFEC planning.

Activities to deliver Output 10: Support local service providers (VDC, DDC, AFEC) in planning process; local management team meeting and coordination (VDC, DDC and AFEC); policy research, lobbying and advocacy for inclusion of home garden in local level plans/budgets.

3.1.3.11. Output 11

Department of Agriculture (DoA) integrate home gardening into its regular programmes.

Activities to deliver Output 11: Project inception meeting at the beginning and symposium at the end; central project steering committee meeting; annual review planning meetings at Department and District levels; regional level monitoring visits of DoA. Joint monitoring at least once a year of both NGO and DADO implemented sites from steering committee members to be organised by PSU.

3.1.3.12. Output 12

Home garden approach scaled out by GO, I/NGOs Networks and academic institutions beyond project districts.

Activities to deliver Output 12: PSU conducts home garden training to GO and NGO/Network partners at regions; provide technical backstopping as per request from GO and NGO/Network partners; maintain database of trained individuals/organizations to monitor the uptake of the home garden approach by these organizations; inclusion of home garden approach in CTEVT curriculum; supporting OJT in home garden project sites to expand home garden approach beyond project districts; sharing
project experiences at national/international forums; wider visibility of project findings through peer reviewed journals; supporting NGOs/networks in promoting home gardening among members.

3.2. Project Approach
The project approach includes: 1) GoN ownership and use of government system and mechanism to deliver so that capacity strengthens; 2) building synergy/complementarities; and, 3) local capacity building and building voice and agency of local groups for sustainability. The details are elaborated in subsequent sub-headings.

3.2.1. Integration of home garden in the government’s regular programme and in NGOs’ livelihood or development programmes
By participating in the third phase of HGP implementation, the government is now able to fully integrate home garden interventions in its regular programme in 20 districts at a piloting scale. Similarly, partner NGOs (existing and proposed ones) in project districts will implement home gardening in areas where they already have their ongoing livelihood or other development programmes. The rationale for adopting an integration approach is to accept the fact that home garden interventions, when implemented as a standalone programme are not cost-effective, and to capitalize on its complementary aspect. Therefore, HGP fourth phase expects that most of the groups will be operational at the time of introducing home garden interventions but will require readjustment to accommodate DAGs and women in group membership. The findings from the project will be an important learning for mainstreaming similar interventions in GO and NGO settings.

3.2.2. Ensuring gender equity and social inclusion (GESI)
In an effort to engender the participation of women and DAGs for their meaningful and informed participation including their numbers in decision making positions, the project will use the GESI framework, with the added dimension of poverty. The GESI framework adopted will ensure that the processes for addressing the social and economic rights of beneficiaries are established and social justice is achieved.

The PSU will train GO and NGO partners’ staff to effectively use the GESI framework to analyse the barriers women and disadvantaged caste/ethnic groups continue to face in the three domains of change: 1) access to livelihood assets and services; 2) the ability of women, poor and excluded groups to exercise their voice, influence and agency; and 3) the rules of the game, which refer to the policies and institutions that regulate people’s participation at the micro and macro levels. The PSU will develop guidelines to systematically incorporate women and DAGs, and ensure that the guidelines are followed through gender and caste/ethnicity disaggregated quantitative and qualitative outcome monitoring and reporting.

3.2.3. Rights-based approach (RBA) to development
The project adopts a rights-based approach (RBA) to development programming, which implies that project actions contribute to the development of the capacities of service providers (Outcome 2) or ‘duty bearers’, in this case government and NGO partners, to meet their obligations while at the same time, empowering DAGs (Outcome 1) or ‘rights-holders’ to claim their rights to services and development.
Incorporating RBA to development entails that the project pays attention to the needs and rights of DAGs, and ensure that services are made accessible to all, without any discrimination, including discrimination on the basis of sex, gender and caste. At the core of rights-based programming lies empowering DAGs, ensuring their participation in the decision-making processes which concern them, and incorporating accountability mechanisms to which they have access. The PSU will ensure that GO and NGO partners' staff have adequate orientation and training on implementing rights-based programming in the field.

3.2.4. Partnership with multiple stakeholders for achieving impact at scale

The project clearly envisions strategic partnership with multiple stakeholders including those at the local (VDC/DDC) level. DADO and District Coordination Committee (DCC) members have the prime responsibility for establishing and fostering programmatic linkages with DDC and VDCs so that DAGs can exercise their rights to services. This includes facilitation of negotiations between VDCs and land poor households for accessing public land for practicing home gardens. The project will assist VDCs in integrating home garden interventions while developing VDC plans and programmes. These linkages will help local bodies become more accountable to the people.

Partnership with NARC will add dynamism in home gardening by increasing composition of relevant species, whereas strategic partnership with Bioversity International will generate knowledge products having global reach and increase visibility of project results. Similarly, partnership with the Dalit NGOs Federation (DNF) and Safe Motherhood Network Federation (SMNF) will greatly enhance outreach through NGOs affiliated to these networks thereby generating impact of the home garden at scale.

Strategic partnership with the Council for Technical Education and Vocational Training (CTEVT) will enable the project to embed integrated home gardens in the regular curriculum of JT/JTA training programme, thereby generating a continuous stream of skilled frontline human resources required to implement the home garden programme in the field.

4. Project Coverage and Orientation

The third phase of HGP is implemented in parts of 15 districts of Nepal with LI-BIRD (Local Initiatives for Biodiversity, Research and Development) as the lead agency directly implementing programmes in 9 districts, whereas NGO partners, namely CEAPRED (Centre for Environmental and Agricultural Policy Research, Extension and Development), TUKI Sunkoshi and SAHAS Nepal are implementing programmes in 4, 1 and 1 districts respectively. Some of the home garden sites in these districts have been continued for over a decade, hence there is a strong justification to exit from these districts.

4.1. Project districts selection criteria and process adopted

A maximum of 20 districts will be included for the fourth phase of HGP; hence this number was taken as the upper limit for the number of districts covered. While selecting home garden fourth phase districts, the following considerations were made: 1) include 3 SDC cluster districts (Khotang, Ramechhap and Okhaldhunga); 2) include 4 Helvetas operated districts (Jajarkot, Dailekh, Kalikot and
Achham); 3) includes districts with low Human Development Index (HDI); and 4) comprise regional and agro-ecological balance.

Once SDC cluster districts and Helvetas operated districts were mapped, the remaining 13 districts were selected to represent districts having the lowest HDI ranking that also represented different development regions and agro-ecological regions of Nepal (Figure 2). Except for Okhaldhunga and Sindhuli, all the project districts fall at the lower end of HDI ranking, which strongly justifies for home garden interventions supporting household nutrition, and to some extent income. Direct implementation of home garden programmes through DADOs and NGO partners will commence in these districts. The detailed operational modality is presented in Section 5 below.

![Figure 2. Map showing the distribution of fourth phase project districts in Nepal.](image)

**4.2. Village development committees (VDCs) selection criteria and process**

The project expects that a maximum of 10 VDCs will be selected per district for direct implementation of home garden programmes to have impact at scale, which was lacking in previous phases. It also proposes a participatory process of selecting VDCs involving relevant stakeholders in the district namely DADO, DLSO, DDC focal person (planning officer), NGO partners, representatives from PSU and representatives of different political parties for strong buy-in of the programme. This task is to be accomplished at the onset of the project by organizing a district level multi stakeholder workshop. It must be noted that district level implementation team (DADO and partner NGO) must have necessary
background information of different VDCs beforehand to make an informed decision on VDCs to be identified for project implementation.

The following criteria, which are not exhaustive, should be considered while selecting VDCs\(^{21}\): 1) high concentration of DAG households, especially poor and Dalits; 2) relatively accessible (not more than 1 day’s walk from the road head); 3) interest and support from local communities; 4) VDCs where NGOs have their current programme; 5) cluster of VDCs to minimize operational costs (travel time and cost); 6) presence of local groups/institutions; and 7) potential to make significant change through the programme. In addition, district level teams will have the flexibility to add new criteria and drop irrelevant ones based on consensus reached in the team.

4.3. Orientation in existing and new project districts

Based on previous learning (Section 2.3 above), a proper orientation to project staff both from government and NGO implementing partners has been given adequate attention in the project. This has been amply reflected in the project budget (Annexure III). The orientation will not only focus on the technical and financial aspects of project deliverables but will also concentrate on imparting conceptual underpinning of the subject matter, institutional arrangements, operational modality, monitoring and reporting mechanism. Besides this, the integrated nature of the project will be reiterated on every available occasion. Needless to say that integrating home garden either as regular programme or as complementary to existing livelihood programmes is a new concept that would require constant reinforcement at different levels. Having realized this fact, adequate provisions have been made in the budget for the same.

5. Project Institutional and Operational Arrangement

This section details the project structures including different committees, implementing partners, associate partners, and operational arrangements that present roles and responsibilities of different entities, thereby lending clarity in operation at the implementation level. The organogram for the project is presented in Annexure IV.

The project is seen as an integral part of the regular agriculture development plans and programme of the GoN. The collaboration will be finalised by signing a bilateral agreement between the Governments of Switzerland and Nepal. Following institutional arrangement, most of them already exist within the GoN system, will be mobilised for implementation.

5.1 Project steering committee (PSC): The project already has a Project Steering Committee (PSC). The PSC will be chaired by the Secretary of the Ministry of Agriculture Development (MoAD). Other members include Director General of DoA, National Planning Commission, Vegetable Development Division, Ministry of Local Development (division responsible for devolved sector), SDC and PSU. Joint Secretary of VDD will act as member secretary for the PSC together with co-secretary PSU. The PSC will meet at least once a year, and is responsible for overall steering including approval of annual plans and budgets,

\(^{21}\) In the case of government implemented VDCs, which is envisaged to be about three per district will be in the VDC where the Agriculture Service Centre (ASC) is located. This arrangement has been applied due to acute shortage of human resources in the government sector to take on additional work in the present context.
monitoring, and providing policy guidance and strategic direction to the project. The PSC
will make a joint monitoring visit at least once a year.

5.2 Project support unit (PSU): The project envisages a Project Support Unit (PSU)
managed by a national level organization (NGO) that will liaise with the Department of
Agriculture (DoA) and provides technical assistance to the GoN as well as NGO
counterparts. PSU will be responsible for project planning, consolidation of plans and
budgets and presentation of the plans and budgets in the steering committee together with
the member secretary, technical backstopping, monitoring and reporting of the project. PSU
will ensure overall quality assurance and delivery. The PSU will coordinate with all relevant
stakeholders including associate partners, research partners and NGO network for
necessary programmatic arrangements to ensure that there is adequate programme
synergy, resource leveraging, learning and influencing and visibility at all levels right from the
grassroots to national and international levels. PSU will be selected through a competitive
bidding process and will be accountable to Project Steering Committee through SDC.

5.3 Vegetable Development Directorate (VDD): The Vegetable Development
Directorate (VDD) within the Department of Agriculture in the GoN will function as a home
garden focal point from the government side. VDD is headed by a Joint Secretary who acts
as member secretary for the PSC and will be responsible for facilitating programme
implementation, coordinated planning, and fund disbursement to respective districts
especially for the use of DADOs. The unit will also lead the output related to the policy. Apart
from being a member secretary for PSC and coordinating plans and budgets for DADO
implementation, the focal point will also coordinate with concerned Regional Agriculture
Directorates (RADs) on planning, monitoring, and supervision of home garden activities in
the regions.

5.4 District Agriculture Development Committee (DADC): The GoN has a
provision of DADC in all districts that are chaired by the Chair of District Development
Committee (LDO in absence of elected body) and DADO is the member secretary. Home
garden working districts also have these committees in place but effectiveness varies. The
project will revive and strengthen these committees that will be responsible for overall
coordination among the stakeholders, monitoring of the project and resolve any disputes or
grievances among the stakeholders in the district.

5.5 District Agriculture Development Offices (DADOs): The DADOs in 20 project
districts will implement home garden project in the district with technical backstopping from
the PSU and local NGOs. Realizing the chronic shortage of human resource in DADOs, the
project proposes that DADOs implement home garden programmes in VDCs where they
have an Agriculture Service Centre (ASC)i, thereby ensuring quality delivery of services.
DADOs will implement in at least 3 VDCs but coordinates all home garden related plans,
budgets and progress reports in the district, integrates those plans and budgets in the
District Agriculture Development Plans and presents those plans and progress reports to the
DADC and district councils for endorsement.

5.6 Implementing non-government organizations (NGOs): Local NGOs will
liaise with DADO and directly deliver home garden intervention in 7 VDCs in each districts.
NGOs will closely collaborate with DADOs while implementing home garden interventions,
and make efforts to leverage resources and integrate home garden interventions in other
livelihood programmes. The NGOs are selected and contracted by the PSU and thus report
to the PSU on programmatic, administrative and financial matters and to DADC through the
PSU on project/programme matters.
5.7 Nepal Agricultural Research Council (NARC): The Horticulture Research Division (HRD) within NARC will be represented in the Project Coordination Committee (PCC) (refer to Figure 1, Section 3 above). This division has been specifically tasked with conducting action research by scoping and identifying promising local landraces of vegetables and fruits in project sites, characterize collected germplasm, and selecting the promising materials for national registration. In partnership with PSU, HRD will engage in on-farm participatory research to identify stress and pest tolerant materials suitable for home gardening.

5.8. Council for Technical Education and Vocational Training (CTEVT): A representative (curriculum development unit) from CTEVT will be included as a member in the PCC. Inclusion of CTEVT members is an innovative step towards influencing curriculum that would have far reaching consequence in integrating home garden in government and NGO settings by developing capable human resources to implement home garden interventions in their entirety. The PSU will work closely with the CTEVT course curriculum development unit to include home gardening in their regular course, train teachers on the subject matter. If needed trainers from PSU will conduct special sessions/classes. Moreover, the partnership with CTEVT will extend to the project providing opportunities to about 60 on the job trainee (OJT) students thereby contributing to building strong cadre of human resources that will take on the challenge of integrating home gardening into agriculture, food security, and development programmes.

5.9. Bioversity International (associate partner)

The project has identified Bioversity International as an associate partner with a representative in PSC. Association with Bioversity will strengthen the project's research capability and significantly improve knowledge documentation, which was rather weak in preceding phases. Additionally, the partnership will result in capacity strengthening of partner organizations, especially in terms of generating knowledge products for national and global reach, which will increase visibility of the project. Closely related to publication is the project's ability to influence policy at the national and international level by presenting project findings in various conferences/workshops and publishing project work in reputed journals. The PSU will coordinate with Bioversity International for their services.

5.10. NGOs networks

Inclusion of NGO networks namely the Dalit NGOs Federation (DNF) and Safe Motherhood Network Federation (SMNF) in the project represents a strategic shift in the modus operandi with emphasis shifting from individual service delivery agency to networks/alliances. The shift in focus can be attributed to SDC taking calculated risk in experimenting with diverse service providers in its quest for cost-effective mechanisms for reaching wider impact groups to deliver home garden interventions and thus generate impact at scale.

It is expected that one of the chairpersons from the two networks will represent in PSC based on mutual agreement between the two networks. The PSU will provide home garden training to interested NGO members affiliated with the network in the hope that they will mainstream home garden in their organizations. The efficacy of this approach needs to be closely monitored to arrive at some definitive conclusion.
6. Project Resources and Management

Project resources have been proposed based on the conviction that the HGP will not be implemented as standalone project. Rather the interventions will be closely integrated into existing livelihood and other development programmes of implementing agencies; the government will do this through their regular programmes while NGO partners will integrate activities into their existing livelihood and/or development programmes. With the integration of home gardening as a major tenet, human and financial resources of the project have been calculated to make the integration highly cost-effective, thereby generating a good value for money invested by reaching about 40000 (government implemented sites = 10500; NGOs implemented sites = 24500; PSU and networks = 5000) beneficiaries in the fourth phase of HGP. The number of direct beneficiaries reached seems large but that has been deliberately done to demonstrate the visible positive impact at scale on family health outcomes that can be directly attributed to home garden interventions in the project sites.

6.1. Human resources for the project

As indicated above, every effort has been made to rationalize human resources without compromising the quality of project deliverables. No government human resources have been built in to the project. The human resource allocation for the project is presented in Table 1.

Table 1. Human resource allocation for Home Garden fourth phase (July 2013-June 2017).

<table>
<thead>
<tr>
<th>Human resources</th>
<th>Programme Officer (TL)</th>
<th>Project Officer</th>
<th>Technical Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Support Unit</td>
<td>1</td>
<td>4+1*</td>
<td>6</td>
</tr>
<tr>
<td>NGO implementing Partners</td>
<td>0</td>
<td>4</td>
<td>36</td>
</tr>
<tr>
<td>DADOs</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Note: * Two trainers; two staff in project districts and one account officer

Since PSU takes the overall responsibility for project deliverables, a project leader (senior programme officer) has been budgeted full time in the project to meet coordination and reporting obligations. The main responsibility of training GO and NGO partners' staff in home garden concepts, approaches and methods lies with PSU, so two fulltime officer level seasoned trainers are provisioned along with two Technical Assistants (TAs) with several years of field level experience. In addition, the PSU is expected to partake in action research and directly implement home garden interventions in two out of three SDC cluster districts, hence two officer level field staff and four TAs are provisioned. There will be a fulltime account officer and part-time administrative staff, and some portion of senior management staff's time is budgeted to meet project obligations.

There will be four officer level staff, one for each implementing NGO partners. They will fulfil the task of coordination, monitoring and reporting project actions to the PSU. The officer staff will be supported by two TAs per district to directly implement home garden interventions in project VDCs. So, a total of 36 TAs are provisioned for implementing NGO partners. No provision has been made for administrative and account staff for implementing partner NGOs. These staff will be directly hired by partner NGOs and they are expected to hire staff from within the district or from the region as far as practical.

Partnership with CTEVT will allow the project to hire on the job training (OJT) students for supporting project activities in the field. While hiring OJT students the project partners will follow due diligence, i.e.,
students representing DAGs and from within the region must be given priority in the project for skills enhancement placements and hands-on trainings that would greatly increase their opportunities for being competitive in the job market. In total, the project expects to take a total of 60 OJT students starting from the second year of the project through the end.

Finally, the project expects to mobilize women leader farmers from women’s groups and/or mothers’ groups in the community as change agents in each project VDC. They will facilitate community mobilization, on site monitoring, persuade other women in the village to adopt home garden interventions, and promote healthy lifestyles in the community. This action will be recognized by the project by awarding the group with monetary support of about Rs 5000.00 as a one-time grant. It is expected that having women leader farmers will considerably increase the uptake of home garden interventions amongst intended beneficiaries. The project will explore with the VDC whether they can partly fund the women leader farmers on regular basis.

6.2. Financial resources for the project

The project forecasts an investment/outlay of Rs 275.32 million over a four-year period to directly reach and benefit about 40000 households\textsuperscript{22} in 20 districts (Table 2). For a detailed budget refer Annexure III. Direct investment per beneficiary works out to Rs 6883.00 over a four-year period. In direct comparison to the third phase programme, SDC invested about Rs 75 million and reached 7700 beneficiaries, with per beneficiary investment of Rs 9740.00. The comparison shows that there is 29.3% cost reduction in reaching and serving beneficiaries through integrating home gardening into the government’s regular programme as well as current livelihood and other development programmes of partner NGOs.

From Table 2 it can be observed that 81.6% of the budget is allocated for the programme, 11.9% is consumed as project support cost and overhead cost at 6.5%. The project performs better than the industry norm or standard of 80:20 for programme versus support and overhead cost. Further breakdown of the budget across organizations reveals that 20.5% of the total budget goes to government agencies directly for implementing the programme, whereas 23.6% is allocated to PSU and 56% to four different NGOs and two networks. About 24.2% of the budget directly reaches the impact group – DAGs and women – in cash or kind as material inputs; 17.7% of the budget is spent on organizing various farmers’ level trainings; 7.4% of the budget is allocated for meetings and workshops for disseminating home garden results and influencing others; 4% of the budget will be spent on developing climate smart home garden technologies; and 2.1% will be directly spent on M&E including central level visits to field sites.

\textsuperscript{22} The total number of beneficiaries is calculated as: 20 districts x 10 VDCs/district = 200 VDCs x 7 Wards/VDC x 25 members/group = 200x7x25 = 35000. Also PSU will conduct training to GO and NGOs network members in districts beyond project sites as well as provide training on demand from various organizations. This number is expected to be about 5000 in four years time. Hence, the total number of beneficiaries from the project is 35000+5000 = 40000.
Table 1. Summary of financial resource allocation to different budget headings in project.

<table>
<thead>
<tr>
<th>Different Budget Headings</th>
<th>Amount in Rs</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Programme Cost</td>
<td>24,662,158.00</td>
<td>81.60%</td>
</tr>
<tr>
<td>2. Project Support Cost</td>
<td>32,647,654.00</td>
<td>11.86%</td>
</tr>
<tr>
<td>3. Overhead Cost</td>
<td>18,011,686.84</td>
<td>6.54%</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td><strong>275,321,498.84</strong></td>
<td><strong>100.00%</strong></td>
</tr>
<tr>
<td>1. Staff Cost (PSU)</td>
<td>13,431,054.00</td>
<td>4.88%</td>
</tr>
<tr>
<td>2. Staff Cost (Technical)</td>
<td>44,646,420.00</td>
<td>1.62%</td>
</tr>
<tr>
<td>3. Staff Cost (Project)</td>
<td>11,221,938.00</td>
<td>4.08%</td>
</tr>
<tr>
<td>4. Staff Cost (Total)</td>
<td>55,868,358.00</td>
<td>20.29%</td>
</tr>
<tr>
<td><strong>Total Staff Cost in Project</strong></td>
<td><strong>69,299,412.00</strong></td>
<td><strong>25.17%</strong></td>
</tr>
<tr>
<td>1. Budget allocated to beneficiary</td>
<td>66,500,000.00</td>
<td>24.15%</td>
</tr>
<tr>
<td>2. Budget allocated to training to farmers</td>
<td>48,855,000.00</td>
<td>17.74%</td>
</tr>
<tr>
<td>3. Budget allocated for awareness and exposure visits</td>
<td>5,472,000.00</td>
<td>1.99%</td>
</tr>
<tr>
<td>4. Budget allocated for meeting and workshop (GO and NGO)</td>
<td>20,367,400.00</td>
<td>7.4%</td>
</tr>
<tr>
<td>5. Budget for action research</td>
<td>11,010,000.00</td>
<td>4.0%</td>
</tr>
<tr>
<td>6. Others (partners training, exposure, M&amp;E, publication, dissemination, network support, OJT etc)</td>
<td>53,817,686.84</td>
<td>19.5%</td>
</tr>
<tr>
<td><strong>Total directly targeted activities cost</strong></td>
<td><strong>74,78%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Budget Distribution to Different Organizations</strong></td>
<td><strong>275,321,498.84</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

6.3. Fund flow mechanism envisioned in the project

The project has explicitly identified two channels for fund flow; first, from the SDC to the government agencies, and second from SDC to the PSU, who will then sub-grant to implementing NGO partners, NGO networks, NARC and CTEVT (Figure 3). However, it is expected that the full project budget will be reflected in the Nepal government’s red/blue book (Figure 1), as envisioned in the project framework. Different options of fund flow were explored and subsequently discussed in the process of developing the proposal. Based on the input from the government focal person, the current model of fund flow has been proposed. An alternative model of fund flow through the Ministry of Federal Affairs and Local Development to DDC was also explored. However, that option was dropped on the grounds that DADOs in the district are accountable to the Regional Agriculture Directorate and they in turn are accountable to the DoA. It was agreed that following this chain of command makes logical sense in integrating home garden into DADO’s regular programme, for which theoretical approval has to be undertaken from the District Council. Hence, the former fund flow mechanism has been proposed in the project. Through this mechanism, 20.45% of total budget will be transferred to special account opened at VDD Programme Coordination Unit either directly from the SDC or through the Ministry of Finance. It has to be noted that the project will work closely with the local development bodies at all levels.
Therefore, DADOs in project districts are responsible to present consolidated home garden programmes implemented by GO and partner NGOs in DDC council and to gain approval of the programme, and report on a regular basis. Similarly, to ensure coordination at the ministry level, the project will have one representative from the Ministry of Local Development in PCC.

Fund for the project will be channelized through GoN as well as NGO mechanism via PSU. Full project budget will be reflected in the central treasury of the GoN (Red/blue book). PSU and VDD will present consolidated annual plans and budget to the project steering committee for approval. Based on the approved plans and budgets, Swiss Embassy releases fund to the PSU account. PSU will disburse the fund to the GoN treasury and as well as to the implementing agencies in the districts through the respective District Development Fund (DDF) on the basis of approved plans and budget of the districts. In the Swiss cluster district, funds even for NGO implementing agencies will be disbursed through DDF. Based on the learning from the cluster district, this approach will be translated into other districts. But in the initial year, for the districts out of Swiss cluster, the fund for NGOs in the district will be disbursed directly from the PSU based on the plans and budget approved by the district council.

When the home garden plans and budgets are approved by respective DDC councils, the DDF will disburse the fund to DADOs (and other NGO implementing agencies at least in the Swiss cluster districts). While district council will endorse plans and budgets channelized through both DADOs and NGOs, village councils will endorse the plans for VDC level. DADOs in project districts are responsible to present consolidated home garden programmes implemented by DADO and partner NGOs in district council for endorsement. Similarly, to ensure coordination at the ministry level, the project will have one representative from the Ministry of Local Development in PSC. Coordination and implementation of the activities equivalent to 20% project budget and steering and monitoring of the whole project is a huge undertaking that warrants a fulltime staff from the part of GoN at MOAD, Vegetable Development Directorate. In case of NGO partners, this task will be undertaken by PSU. GoN's contribution to the project will be in the form of human resources required at central (Ministry and VDD level) and in the working districts in DADOs and agriculture service centres.

The PSU is responsible for providing consolidated technical and financial report of the project to the SDC. Thus, government focal agency (VDD identified in project framework – Figures 1 and 3) will collect financial reports from the DADOs and provide the consolidated financial report of the government to be included in six monthly and annual project reports to SDC. It is expected that 20% budget disbursement followed by monitoring and reporting is a huge undertaking that warrants a fulltime staff time (budget has been provisioned) at VDD. In case of NGO partners, PSU will directly collect financial as well as technical reports from them and prepare the overall technical and financial report incorporating figures from government for reporting to SDC.

7. Monitoring, Reporting and Evaluation Mechanisms

This section outlines the monitoring, reporting and evaluation mechanisms for the project. As indicated in the lessons learned section of the report (Section 2), the importance of a having robust monitoring mechanism was underestimated in the third phase of HGP, where multiple partners were involved in implementing the project on the ground. Hence, a significant thrust has been given in the fourth phase of the project to overcome this shortcoming, and harmonize the monitoring system across implementing organizations as well as streamlining the reporting system.
7.1. Monitoring and feedback mechanism

Since the project is regarded as a pilot project in terms of fully integrating home gardening into the government system\(^{23}\) as well as in partner NGO's livelihood programmes, considerable effort and resources are allocated in monitoring mechanism to draw lessons and strengthen project delivery. The PSU, in partnership with implementing agencies, is the prime agency responsible for planning and designing monitoring tools and techniques relevant for the project, developing a robust feedback mechanism, and assuring the quality of project deliverables.

The project will adopt a Result-based/Outcome Monitoring System (OMS) to generate data for annual project reporting. Standard OMS formats encompassing indicators and targets agreed at the outcomes level will be used in recording progress at randomly selected households\(^{24}\) in project implemented VDCs. It is expected that OMS data collected annually over the project life will provide a robust trend of progress, thereby eliminating the need to conduct mid-term evaluation of the project. The PSU will orient and train relevant staff from implementing agencies (GO and NGO partners) to administer OMS format in the field. The PSU will be responsible for collating information from different implementing agencies, analysing data and producing a coherent report for submission to SDC.

Because of the multidisciplinary nature of home garden interventions with inputs required from multiple agencies, a Joint Monitoring of home garden activities in the field by a multi-disciplinary team has been emphasized. At the national level, two joint monitoring visits (one for summer vegetables and another for winter vegetables\(^{25}\)), coordinated by VDD and PSU with participation from RD, partner agencies and SDC, to project sites are envisaged in the project. The joint monitoring team will produce a formal report with exhaustive and specific feedback to implementing partners for consideration. At the district level, DADO is responsible for coordinating a multi-disciplinary team (District Coordination Committee members - Annexures IV and V) for joint monitoring of home garden activities implemented by both DADOs and NGOs. Two joint monitoring visits per year are planned for each district. The findings from the visits will be shared in quarterly meetings of partners in the district for subsequent action.

At the district level, a Quarterly Meeting coordinated by DADO has been identified as the main forum where implementing partners from within the district present their progress, share lessons learned, fine tune their action plans, discuss problems and issues encountered during implementation, and come up with mitigation measures. Therefore, PSU staff must make it a point to attend quarterly meetings, as far as practical, to monitor progress activities in project districts.

The project envisages organizing an Annual Review and Planning Meeting (ARPM) where representatives from SDC, DoA, VDD, RD, NARC, CTEVT, PSU, implementing partners from districts as well as network members will meet annually to review their actions within a year and then plan activities for the subsequent year. Previous experiences have shown that ARPM is a time and cost-intensive activity. Therefore every effort will be made to strategically utilize the forum for sharing noteworthy case studies from the field, broader lessons learned, identifying human interest stories, planning for publication etc and identify issues and options for policy consideration.

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\(^{23}\) During the third phase of the HGP, government agencies especially the DoA and DADOs in project implemented districts, gathered some valuable experiences in implementing home garden through their regular programmes. Their learning will be cemented and expanded to wider areas in fourth phase of the project.

\(^{24}\) Three households in each home garden group will be randomly selected for OMS data collection. Every year households will be identified randomly for OMS data collection, which will avoid bias in service delivery by implementing agencies. The total number of households covered in OMS will be about 4500 households per year.

\(^{25}\) Interventions on vegetables are seasonal whereas fruit trees, livestock, fishery, fodder trees are perennial in nature, hence coinciding joint monitoring visits to observe intervention in vegetables is emphasized here.
7.2. Reporting system

The standard reporting system of the project includes submission of Technical and Financial Reports on an annual basis. PSU has the obligation for compilation and synthesis of technical and financial reports from implementing partners and subsequently reporting the consolidated overall delivery to SDC. However, financial reporting from the government will be done directly to SDC, whereas for the rest of the implementing partners the PSU will provide the complete financial report. Implementing partners (DADO and NGOs) at the district level are responsible for providing the first level of reporting to the PSU as per a pre-agreed format on a six-monthly basis, and the PSU will compile these reports and produce a synthesis Six-monthly Report for submission to SDC.

Based on the learning from earlier phases, the project will provide greater emphasis on producing an Outcome Monitoring Report annually, which will focus on reporting progress indicators and targets at the outcome level. With intensive training and mentoring from the PSU, both DADO and NGO partners' staff will develop expertise in collecting required data proficiently. Nevertheless, the overall responsibility of collating information from different partners and producing a succinct report for donor reporting lies with the PSU.

The project will produce a Baseline Study Report26 based on the baseline study conducted within the first six months of project inception. Again, the PSU will take responsibility for designing the study, orienting and training staff and local enumerators, data collection and analysis, and reporting. Implementing partners will be closely involved in the process, which will enhance their skills in undertaking similar studies in the future.

Apart from the above mentioned standard reports and reporting system, the project will specifically focus on generating publications having global reach in the form of peer reviewed Journal Articles/Papers. In the lessons learned section it was highlighted that the visibility of project work on home garden at national and international levels has been minimal except for one or two conference papers. Therefore, significant thrust has been given to overcome this shortcoming in the fourth phase of the project, with PSU playing a lead role in the publication process. Moreover, concerted efforts will be made to present project work at national and international levels through Workshops and Conference Papers. Finally, the project will explore the possibility of maintaining a website for web-based visibility to reach a wider audience.

7.3. Evaluation mechanism

The project has envisioned two types of evaluation. The first refers to Participatory Review, Reflection and Synthesis of key lessons learned by the project team. The project will organize a multi stakeholder end of project review, including Stakeholder Self-Evaluation and Community Self-Evaluation to assess the appropriateness of the project approach and strategies. The extent to which the project outputs and outcomes were realized will be an important exercise during this period.

The second refers to external evaluation where Endline Evaluation and Impact Evaluation are proposed. Both these evaluations are expected to be performed by independent national and/or international evaluator(s) directly reporting to SDC. The endline evaluation is expected to be performed in the last six months of the project while the impact evaluation may be conducted at least after two years from the time of project cessation. It is worthwhile to consider the impact of home gardening in the nutritional and income security of targeted beneficiaries the project serves. The project will provide

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26 The project will conduct a scientifically designed baseline study involving both 'intervened' and 'control' sites to accredit possible positive changes to project interventions in project sites against control sites without intervention.
all the necessary support needed to accomplish endline and impact evaluation exercises on the ground.

8. References


### Annexure I: Distinguishing features of home garden and kitchen garden

#### Contrasting characteristics of home garden and kitchen garden production systems in Nepal

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Home garden</th>
<th>Kitchen garden</th>
</tr>
</thead>
</table>
| **Function**          | • Subsistence-household needs  
• Multi-purpose  
• Seasonal food and nutrition supply  
• Easy access to fresh harvests for home cooking and local food culture  
• Site for introduction, experimentation and domestication | • Intensive cultivation  
• Surplus for commercial use  
• Seasonal plus off-season use  
• Site for introduction, and experimentation |
| **Size**              | • Variable in size and design as determined by choice of species (crops Vs trees)  
• Larger than a kitchen garden  
• Often linked with large agro-ecosystems | • Size determined by market and family needs  
• Mostly a component of a home garden |
| **Diversity**         | • Species richness  
• Home for unique species and varieties  
• Site for conservation of rare species | • Intra-species richness within vegetable crops |
| **Composition**       | • The layers consist of root crops and herbaceous layer-leafy vegetables and crops  
• Annual and perennial crops  
• Intermediate and tall layers of busy fruits, forestry, fodder, wood fuel, etc.  
• Composition changes with altitude | • Mostly a single layer of crops. In some kitchen gardens 2 layers are also common (of some annual vegetable species)  
• Dominant species-vegetables  
• Mostly seasonal/annual crops |
| **Features**          | • Multi-layer canopy structure  
• Both traditional cultivars and MV present  
• Mixed of annual and perennial crops to meet regular supply of diverse food  
• Meets ecosystem services and functions associated with other biodiversity  
• Common in subsistence farming and remote areas  
• Mostly organic based  
• Provides good and services of community interest | • Single or maximum of 2 layers  
• Mostly MV and some hybrids seed cultivars  
• Dominant by short season annual crops  
• Sometimes environmentally unfriendly (knowingly or unknowingly)  
• Fairly common in urban and peri-urban areas  
• Inorganic and chemicals often used or overused/misused |
| **Value**             | • Food security and income  
• Dietary diversity and health  
• Quality food  
• Cultural, religious and spiritual significance  
• Aesthetic value  
• Ecosystem support and health  
• Conservation of unique/rare species | • Food and income  
• Supply of Vitamin A and yellow coloured vegetables |
| **Ecosystem services**| • Habitats for pollinators and associated biodiversity  
• Coping with vulnerability by managing pests and disease  
• Support nutrient recycling  
• Water and soil retention  
• Detoxification of noxious chemicals  
• Climate change adaptation due to wide diversity | • Less conducive for pollinators and associated biodiversity in the ecosystems (limited species diversity and use of pesticides) |
| **Government focus**  | • Not a priority area for research and development | • Priority in development agenda |

### Annexure II: Logical framework of the project

**Goal:** To contribute to improve family nutrition and climate resilience of smallholders and disadvantaged groups, especially women, by scaling up home garden practices

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Objectively verifiable Indicators</th>
<th>Sources of verification</th>
<th>Framework conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beneficiary change</strong>&lt;br&gt;Smallholders and disadvantaged groups adopt Home garden practices and disseminate the adopted practices in their vicinity to improve family nutrition and to build resilience</td>
<td>At least 60% of home garden households (out of 40’000 HHs) are from disadvantaged groups</td>
<td>- Annual outcome monitoring summary, annual reports&lt;br&gt;- Baseline and end line evaluation reports from PSU and DADO and DLSO reports</td>
<td>Wider political situation of the country does not deteriorate to the extent that field implementation become difficult for DADOs and implementing NGO partners</td>
</tr>
<tr>
<td></td>
<td>At least 75% percent (out of 40’000 HHs) managed at least 5 components in home garden by EoP (Vegetable, Fruit, Cattle, Goat, Pig, Rabbit, chicken, mushroom, fish, seed production, nursery management....)</td>
<td>- Observation of home garden species and integrated component&lt;br&gt;- Household’s species inventory; Home garden data base; Progress Report; Site level monthly report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At least 75% home garden HHs increased consumption of fresh home garden products by additional 6 types per season by EoP (edible plant species, meat, mushroom, honey)</td>
<td>- Monitoring and evaluation report&lt;br&gt;Dietary survey (24 hours recall method)&lt;br&gt;- Progress report; Site level monthly report; Field monitoring</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At least 75% home garden HHs improved nutrition status of women and children (Vit A, Iron, child weight, disease incidence) by EoP</td>
<td>- Monitoring and evaluation reports;&lt;br&gt;- Dietary survey (24 hours recall method); Progress reports, Case studies; Field monitoring interaction with household and farmers group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At least 50% of Executive Committee members of home garden groups are disadvantaged groups and 50% women</td>
<td>- Progress report&lt;br&gt;- Group minute, records</td>
<td></td>
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<tr>
<td></td>
<td>At least 700 home garden groups (i.e. 50% percent of total groups) implement 2 or more pro-poor and inclusive provisions (e.g. subsidized inputs, participation in training etc) for the DAG members</td>
<td>- Monitoring and evaluation reports&lt;br&gt;- Group minutes and progress reports</td>
<td></td>
</tr>
</tbody>
</table>

27 National Planning Commission defines smallholders as those farmers who cultivate less than 0.5 ha.
<table>
<thead>
<tr>
<th>Outcome 2</th>
<th>Objectively verifiable Indicators</th>
<th>Sources of verification</th>
<th>Framework conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institution change</strong></td>
<td>Government line ministries, local government and non-government organizations in working districts integrate home garden into their regular plans and strengthen capacity to respond to the demands of home garden farmers for inputs and services</td>
<td></td>
<td>Government policy on Food and Nutrition security acknowledges Integrated Home garden as a means of targeting programmes to smallholders and disadvantaged groups</td>
</tr>
<tr>
<td></td>
<td>DADOs, at least in 15 districts, provide at least 50 home garden related supports (technical, material) to home garden farmers groups as per their demands to improve home garden productivity every year</td>
<td>- DADOs plan and progress report  - Feedback from home garden farmers  - Field observation and joint monitoring  - Annual sharing and planning meeting report</td>
<td></td>
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<tr>
<td></td>
<td>VDC level home garden management fund established in at least 50% of project districts and mobilised from AFEC</td>
<td>- VDC plans; OMS and annual reports  - Project progress report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At least 15 DADOs allocate budget for annual activity to implement Home garden in additional VDCs by EoP</td>
<td>- DADO plan and annual report  - Meeting minutes  - Planning meetings and monitoring visit coordinated by DADO</td>
<td></td>
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<tr>
<td></td>
<td>All participating NGOs integrate home gardens in at least one additional livelihood and other development programmes by EoP</td>
<td>- Project selection criteria  - Minute of the committees</td>
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<tr>
<td></td>
<td>At least in 200 experienced leader farmers are trained</td>
<td>- Training curricula  - Training reports</td>
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<tr>
<td></td>
<td>All DADOs (20) allocated at least 1 trained human resources per district to promote home garden in districts by EoP</td>
<td>- VDC/DDC annual plan  - Progress reports  - Training report</td>
<td></td>
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<tr>
<td></td>
<td>DoA have policy framework developed and disseminated for home garden promotion by EoP</td>
<td>- Government’s Policy brief, Annual sharing and planning meeting/workshop report  - Project progress report</td>
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<tr>
<td></td>
<td>At least in 12 new districts (3 each year) home garden implementation initiated by GO/NGOs/CBOs</td>
<td>- Annual sharing and planning meeting/workshop report  - Project progress report</td>
<td></td>
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<tr>
<td></td>
<td>In at least 50% of working districts, DADOs coordinate a multi stakeholder forum for joint planning and monitoring of home garden initiatives</td>
<td>- Monitoring report with number of district level coordination committees formed</td>
<td></td>
</tr>
<tr>
<td>Outputs under outcome 1</td>
<td>Objectively verifiable indicators</td>
<td>Means of verification</td>
<td>Framework conditions</td>
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<tr>
<td>------------------------</td>
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<tr>
<td>Smallholders, especially disadvantaged groups, are aware of importance of home garden for family nutrition as well as of nutrition value of home garden products;</td>
<td>In at least 80% of home garden HHS, women members are aware of nutritious food in home garden. At least 80% of home garden HHS have home gardens with integrated farming to have higher production (sustainable soil and water management, organic farming, livestock integration, mixed and multilayer farming). No of training, advocacy and awareness campaigns (nutritive value of foods, food preparation techniques, post harvest techniques etc.</td>
<td>Nutrition calendar, Household level production records, Family Dietary diversity survey report, Local food exhibition/fair report, Technical/progress reports and nutrition measurement report, Documentation of local seed fair, Participatory video documentary, Before after situation, Baseline and endline surveys, outcome monitoring reports, Knowledge, attitude and practice (KAP) study reports.</td>
<td>Social taboos affecting the consumption of nutritious food reduces.</td>
</tr>
<tr>
<td>Smallholders, especially disadvantaged groups increase consumption of diversified home garden products of high nutritional value;</td>
<td>At least 10 nutrient rich species/breeds added to home gardens in home gardens across seasons. Increased self sufficiency level of safe and hygienic home gardens products by at least 75% HHS (IPM and Organic focus activities). Nutrition status of women and children increased by 75% HHS referring to the NDHS 2011 by EOP.</td>
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</tr>
<tr>
<td>Women, especially of discriminated caste and ethnic groups, increase representation and participation in decision making in the Home garden groups</td>
<td>In at least 1350 (75%) home garden groups provisioned at least 50% percent disadvantaged groups ad women in key decision making positions (chair person, secretary and treasurer). In at least 1350 (75%) home garden groups executive committee made decisions that directly benefits women. In at least 1350 (75%) home garden groups trained in home management and leadership skills. At least 50% women and Dalits in home garden groups participate in training, seminar, workshop, exposure by EoP. 3 women and Dalit leader farmers in every home garden project sites developed as resource persons.</td>
<td>home garden group records, meeting minutes, Annual reports, Training and visit reports.</td>
<td>Group members and wider community members provide enabling environment for women and disadvantaged groups to effectively participate in decision making of home garden groups.</td>
</tr>
<tr>
<td>Home garden groups strengthen capacity and improve access to inputs and services through</td>
<td>At least 900 home garden groups (60%) get at least two supports from local service providers (VDC, AEFC and DADOs).</td>
<td>Fiscal reports/ records, VDC/AEFC/DADOs reports, home garden groups report/records and Service providers effectively deliver the services as per</td>
<td></td>
</tr>
</tbody>
</table>
## DADO structures and local government bodies

Local cooperatives and community seed banks are functional with capacity to provide technical and material support to its members.

- At least 1080 home garden groups (60%) initiate community seed back or local cooperative
- Distribution of list of local service and opportunities available
- At least 50% of home garden groups receive support from such cooperative.

<table>
<thead>
<tr>
<th>Project Reports</th>
<th>Their Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service providers effectively deliver the services as per their capacity</td>
<td></td>
</tr>
</tbody>
</table>

## Local cooperatives and community seed banks

Local cooperatives and community seed banks are functional with capacity to provide technical and material support to its members.

- At least 1080 home garden groups (60%) initiate community seed back or local cooperative
- Distribution of list of local service and opportunities available
- At least 50% of home garden groups receive support from such cooperative.

## Resource home gardens developed

At least 200 resource home gardens are operational by EoP

- At least 70% of 200 resource home gardens have links to DADOs, local NGOs and cooperatives for marketing their seedlings/saplings/materials

### Outcome monitoring reports, project reports, end line reports

## Outputs under outcome 2

<table>
<thead>
<tr>
<th>Objectively verifiable Indicators</th>
<th>Means of verification</th>
<th>Framework conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>DADOs, DLSOs and local government structures enhanced capacity to provide material and technical support to home garden groups; District Agriculture Development Offices (DADOs) and NGOs of working districts are aware of and implement home garden as regular planned activities</td>
<td>DADOs and projects annual report, training report, meeting minutes, OMS</td>
<td>stability in govt with limited transfer of trained human resources on home garden to provide required services</td>
</tr>
<tr>
<td>Research institutions, through research and validation, identified and developed new home garden species that are rich in nutrition and resilient to shocks</td>
<td>Agreement with research organization, registration of landraces, research reports</td>
<td>NGOs appreciate the importance of home garden in addressing nutritional security of disadvantaged groups in their programme</td>
</tr>
<tr>
<td>Research institution participates in indentifying and validating at least 3 local landraces with high nutritive value suitable for home garden</td>
<td>Research process can identify farmer-preferred home garden species/varieties</td>
<td></td>
</tr>
<tr>
<td>Identification/documentation of required diet through home garden produces targeting women/children</td>
<td></td>
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<tr>
<td>Identification/promotion of at least 4 climate resilient technologies and stress tolerant crop species</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coherence</td>
<td>Agreement with research organization, registration of landraces, research reports</td>
<td></td>
</tr>
<tr>
<td>Policy guideline document of NGOs, Programme and project documents of NGOs, Publications, success stories, CTEVT reports</td>
<td>Agreement with research organization, registration of landraces, research reports</td>
<td></td>
</tr>
<tr>
<td>Agreement with research organization, registration of landraces, research reports</td>
<td>Agreement with research organization, registration of landraces, research reports</td>
<td></td>
</tr>
<tr>
<td>Local government integrate Home garden promotion in annual VDC and AFEC plans</td>
<td>At least 100 VDCs (50%) budgets and spent to promote home garden approach In at least 120 VDCs (60%) Integrated home garden in the VDC and AEFC plans</td>
<td>VDC records, home garden group records, project records VDC records and DDC report, AFEC minutes, project report</td>
</tr>
<tr>
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</tr>
<tr>
<td>Department of Agriculture (DoA) is aware of home garden and include home garden into yearly plan with budget</td>
<td>DoA includes home garden in annual regular programme preparation guidelines DoA participates in annual planning and review process DoA drafts policy for home garden in agricultural policy</td>
<td>DoA annual programme preparation guideline, Monitoring reports, records, workshop papers</td>
</tr>
<tr>
<td>Government and strategic partners initiate Home garden approach beyond project districts through their regular programme</td>
<td>At least 150 GO/NGO/ network persons (staff) trained on home garden approach each year At least 5 trainings for technical backstopping to the non-project DADOs/NGOs and network through PSU each year Project produces at least 4 journal articles at international journals for wider visibility Technical schools (CTEVT) includes home garden on training curriculum At least 100 professional of GOs and partner organization developed and mobilised as resource persons in home garden At least 50 media personnel oriented in home garden concept and 40% of the trained media person write at least 1 news about home garden integration and policy issues</td>
<td>Training records, outcome monitoring reports Project reports; travelling seminar, media coverage Published articles in reputed journals, project report</td>
</tr>
</tbody>
</table>
### Major activities under outcome 1

#### Output 1.1: Smallholders, especially disadvantaged groups, are aware of importance of home garden for family nutrition as well as of nutrition value of home garden products;
1.1.1 Home garden orientation training
1.1.2 Training on nutrition, hygiene and food preparation
1.1.3 Home garden diversity and food fair
1.1.4 Drama and documentary at local level to convey nutrition message
1.1.5 Periodic health monitoring of women and children (malnutrition, VA, Iron etc)
1.1.6 Home garden orientation training to Female Community Health Volunteers (FCHVs)

#### Output 1.2: Smallholders, especially disadvantaged groups increase consumption of diversified home garden products of high nutritional value
1.2.1 Diversifying family nutrition sources through home garden kit
1.2.2 Training for farmers on low cost home garden management
1.2.3 Capacity building staffs by learning new technologies on integrated home garden management

#### Output 1.3: Women, especially of discriminated caste and ethnic groups, increase representation and participation in decision making in the Home garden groups
1.3.1 Training on social rights and good governance and group mobilization
1.3.2 Leadership training to potential leader farmers in groups
1.3.3 Exposure visit for farmers

#### Output 1.4: Home garden groups strengthen capacity and improve access to inputs and services through DADO structures and local government bodies
1.4.1 Support on groups institutional activities (meeting and minute, developing norms, activity planning and review, networking with district line agencies and service seeking) by mentoring and coaching
1.4.2 Public hearing and social auditing (PHPA)
1.4.3 Capacity building of field staffs to institutionalize the group

#### Output 1.5: Local cooperatives and community seed banks are functional with capacity to provide technical and material support to its members
1.4.1 Training on strengthening small level saving and credit cooperative
1.4.2 Training on home garden technology, seed storage, nursery and resource home garden
1.4.3 Identification and training to community based Local Resource Persons
1.4.4 Explore and promotion of niche and collective marketing of surplus home garden products
1.4.5 Capacity building of field staffs to strengthen supply functions and to establish link between home garden farmers and local service providers

#### Output 1.6: Resource home garden developed in community
1.6.1 Need based supports to resource home gardens
1.6.2 Leader farmer training to resource home gardeners
### Output 1.7 Smallholders, especially disadvantaged groups reduced expenditure on vegetable and sold surplus

1.7.1: Identified traditional high value home garden products, specific to local cultural and social festivals
1.7.2 Community shops are established for surplus home garden products
1.7.3 disadvantaged groups producing surplus are linked with actors supporting the market

### Major activities under outcome 2

#### Output 2.1: Research institutions developed new home garden species through research and validation

2.1.1 Scoping exercise conducted in home garden sites to identify local promising vegetable and fruit landraces and animal breeds for improvement/promotion (two visits to capture summer and winter vegetables)
2.1.2 On station and on farm testing of collected landraces of unique value for characterization and improvement (NARC station, SDC cluster)
2.1.3 On-farm testing of promising landraces for farmers’ acceptance test (all project districts)
2.1.4 Registration of promising landraces in Seed Board (VRRCC) and promoting seed production through private service providers
2.1.5 Explore and promote stress tolerant crop species
2.1.6 Technology test for increased climate resiliency of home garden
2.1.7 Measuring contribution of home garden diversity to family nutrition through nutrition survey and analysis
2.1.8 Baseline study
2.1.9 Project Site selection

#### Output 2.2: DADOs, DLSOs and local government structures enhanced capacity to provide material and technical support to home garden groups;

2.2.1 Training to DADO and DLSO staffs on home garden approach, techniques and tools
2.2.2 Half yearly district coordination committee meeting
2.2.3 Quarterly cluster sharing meeting
2.2.4 Exchange and learning visits (within district)
2.2.5 Sharing by ASC staff in monthly meeting of DADO

#### Output 2.3: District Agriculture Development Offices (DADOs) and NGOs of working districts are aware of and implement home garden as regular planned activities

2.3.1 Training of staff from partner DADOs and NGOs in home garden approach, tools and techniques
2.3.2 Exposure visit to DADOs and NGO partner staff and ASC staff to existing home garden sites for learning (Budgeting in PSU)
2.3.3 Introducing home garden activities in their existing food security and development programmes/projects through amending their annual work plan
2.3.4 NGO partners are supported by PSU in integrating home garden in newly developed proposals

#### Output 2.4: Local government integrate Home garden promotion in annual VDC and AFEC plans

2.4.1 Support local service providers (VDC, DDC, AFEC) in planning
2.4.2 Local management team meeting and coordination (VDC, DDC, AFEC)
<table>
<thead>
<tr>
<th>2.4.3 Policy research, lobbying and advocacy for inclusion of home garden</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.5 : Department of Agriculture (DoA) is aware of home garden and include home garden into yearly plan with budget</strong></td>
</tr>
<tr>
<td>2.4.1 Project inception meeting at the beginning and symposium at last</td>
</tr>
<tr>
<td>2.4.2 Central project steering meeting</td>
</tr>
<tr>
<td>2.4.3 Sharing at mid-term and annual review planning meetings</td>
</tr>
<tr>
<td>2.4.4 Regional level monitoring visit of DoA</td>
</tr>
</tbody>
</table>

| 2.6.1 PSU conducts home garden training to GO and NGO/Network partners at regional levels |
| 2.6.2 Provide technical backstopping as per request from GO and NGO/Networking partners |
| 2.6.3 Maintain database of trained individuals/organizations to monitor the update of home garden approach by these organizations |
| 2.6.4 Inclusion of home garden approach in CTEVT curriculum |
| 2.6.5 Supporting OJT in home garden project sites to expand the home garden approach beyond project districts |
| 2.6.6 Sharing project experiences at national/ international forums |
| 2.6.7 Wider visibility of project findings through peer reviewed journals |
| 2.6.8 Supporting NGO networks in promoting home garden among their members |
### Annexure III: Time frame and estimated budget for the phase (refer Excel budget sheet for detailed project budget)

**Summary of Budget Phase 4 (July, 2013 - July, 2017)**

<table>
<thead>
<tr>
<th>Budget headings</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>SDC Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome: 1</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>SHDAGs adopted home garden for improved family nutrition and increase income from surplus production</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Output 1.1: SHDAGs have increased nutrition awareness about home garden produce</td>
<td>10,685,000</td>
<td>4,525,500</td>
<td>3,870,050</td>
<td>4,201,055</td>
<td>23,281,605</td>
</tr>
<tr>
<td>Output 1.2: SHDAGs consumed diversified home garden products of high nutritional value</td>
<td>29,405,000</td>
<td>25,845,500</td>
<td>11,160,050</td>
<td>7,551,055</td>
<td>73,961,605</td>
</tr>
<tr>
<td>Output 1.3: SHDAGs capitalize the income potentials of home garden surplus products</td>
<td>2,405,000</td>
<td>21,145,500</td>
<td>12,585,050</td>
<td>7,401,055</td>
<td>43,536,605</td>
</tr>
<tr>
<td>Output 1.4: SHDAGs participate effectively in decision making of home garden groups</td>
<td>1,202,500</td>
<td>3,158,750</td>
<td>6,791,025</td>
<td>2,100,528</td>
<td>13,252,803</td>
</tr>
<tr>
<td>Output 1.5: Institutional capacity of SHDAGs enhanced</td>
<td>5,002,500</td>
<td>6,022,750</td>
<td>1,655,025</td>
<td>1,950,528</td>
<td>14,630,803</td>
</tr>
<tr>
<td>Output 1.6: Resource home garden development in community</td>
<td>800,000</td>
<td>800,000</td>
<td>900,000</td>
<td>-</td>
<td>2,500,000</td>
</tr>
<tr>
<td><strong>Total Outcome: 1</strong></td>
<td>49,500,000</td>
<td>61,498,000</td>
<td>36,961,200</td>
<td>23,204,220</td>
<td>171,163,420</td>
</tr>
<tr>
<td><strong>Outcome: 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government agencies and NGOs internalized Home Garden as a targeted programme to SHDAGs for nutritional improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.1: Support home garden through research and validation actions</td>
<td>4,066,000</td>
<td>1,611,600</td>
<td>2,030,260</td>
<td>2,302,786</td>
<td>10,010,646</td>
</tr>
<tr>
<td>Output 2.2: DADOs, DLSoS and local government structures enhanced capacity to provide material and technical support to home garden groups</td>
<td>4,429,000</td>
<td>3,594,300</td>
<td>4,315,630</td>
<td>3,970,393</td>
<td>16,309,323</td>
</tr>
<tr>
<td>Output 2.3: Partner NGOs integrate home garden approach in their livelihood and other development programmes</td>
<td>1,340,200</td>
<td>1,946,600</td>
<td>1,634,460</td>
<td>1,232,786</td>
<td>6,154,046</td>
</tr>
<tr>
<td>Output 2.4: Local government structures/mechanisms ensure inclusion of home garden promotion plans in VDC and AFEC planning</td>
<td>843,000</td>
<td>1,153,300</td>
<td>1,267,630</td>
<td>1,426,393</td>
<td>4,690,323</td>
</tr>
<tr>
<td>Output 2.5: Department of Agriculture (DoA) integrates home garden in its regular programmes</td>
<td>1,061,300</td>
<td>610,500</td>
<td>680,300</td>
<td>1,752,300</td>
<td>4,104,400</td>
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<tr>
<td>Output 2.6: Home garden approach scaled out by GO, INGOs, Networks and academic institutions beyond project districts</td>
<td>1,535,000</td>
<td>3,238,800</td>
<td>3,738,800</td>
<td>3,717,400</td>
<td>12,230,000</td>
</tr>
<tr>
<td><strong>Total Outcome: 2</strong></td>
<td>13,274,500</td>
<td>12,155,100</td>
<td>13,667,080</td>
<td>14,402,058</td>
<td>53,498,738</td>
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<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>SDC Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Support cost (1, 2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Staff Salaries</td>
<td>2,894,000</td>
<td>3,183,400</td>
<td>3,501,740</td>
<td>3,851,914</td>
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<tr>
<td>District/field Office Running Cost</td>
<td>1,596,000</td>
<td>1,770,000</td>
<td>1,848,000</td>
<td>1,986,600</td>
<td>7,200,600</td>
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<tr>
<td>Project Material and Equipment</td>
<td>3,060,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Publication Documentation</td>
<td>520,000</td>
<td>300,000</td>
<td>350,000</td>
<td>300,000</td>
<td>1,470,000</td>
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<tr>
<td>Planning, Monitoring</td>
<td>1,722,000</td>
<td>1,840,000</td>
<td>1,922,000</td>
<td>2,002,000</td>
<td>7,486,000</td>
</tr>
<tr>
<td><strong>Total Project Support Cost</strong></td>
<td>9,792,000</td>
<td>7,093,400</td>
<td>7,621,740</td>
<td>8,140,514</td>
<td>32,647,654</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>SDC Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total cost before Overhead</strong></td>
<td>72,566,500</td>
<td>80,746,500</td>
<td>58,250,020</td>
<td>45,746,792</td>
<td>257,309,812</td>
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<tr>
<td>Administrative Overhead Cost (7%)*</td>
<td>5,079,655</td>
<td>5,652,255</td>
<td>4,077,501</td>
<td>3,202,275</td>
<td>18,011,687</td>
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<tr>
<td><strong>Grand Total in NRs.</strong></td>
<td>77,646,160</td>
<td>86,398,760</td>
<td>62,327,520</td>
<td>48,949,070</td>
<td>275,321,500</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>SDC Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total in Swiss Franc @ 91.00</td>
<td>853,000</td>
<td>949,000</td>
<td>685,000</td>
<td>538,000</td>
<td>3,026,000</td>
</tr>
<tr>
<td>External Review (direct by SDC) CHF</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Grand Total in CHF</strong></td>
<td>853,000</td>
<td>949,000</td>
<td>685,000</td>
<td>538,000</td>
<td>3,026,000</td>
</tr>
</tbody>
</table>
Note: * Overhead covers rent, utility, communication, maintenance, directorate, administration, audit and management cost for project.

Annexure IV: Proposed Organ-o-gram of the project

Note: Blue arrow represents flow of instructions; Black arrow represents reporting obligation

Composition, roles and responsibilities of committees, different entities are presented in Annexure V.
Annexure V: Terms of Reference (ToR) of Project Steering Committee and the Project Support Unit

Project Steering Committee (PSC)
The Project Steering Committee will have the overall responsibility of steering, approval of annual plans, budgets, reports, monitoring, providing strategic directions and policy influence. The PSC will be headed by the Secretary of the MoAD. This committee will be constituted with 7 members representing different organizations as outlined below. Joint Secretary of the Vegetable Development Division of the GoN will be the member secretary with the support from the Team Leader of the PSU.

- Secretary, MoAD – Chairperson
- Director General, DoA – Member
- Director, Vegetable Development Directorate (VDD), DoA – Member secretary
- Joint Secretary, Ministry of Local Development (from the division responsible for devolved sector)
- Programme Director, NPC- Member
- SDC Head of Cooperation – Member
- Team Leader, Programme Support Unit, Home garden – (co) Member Secretary

The project steering committee will meet at least once a year. However, if required, additional meetings can be organized.

Key functions of Project Support Unit (ToR)
The PSU, managed by Nepali national level organization, will have overall responsibility of project deliverables and will be held directly accountable to SDC. In order to accomplish its given responsibility, the PSU will forge a strong working relation with government agencies and implementing NGOs. This will be headed by hired staff (Project Leader) by the project and will be responsible to channelize the funds to the home garden Districts. The PSU will keep the records of the financial and technical matters and forward the reports to the donor upon compilation. Specifically the PSU will have the following roles and responsibilities:

- Overall coordination of planning budgeting and technical assistance to the GoN and NGO implementing agencies at the centre and working districts
- Channelize funds for implementing agencies, manage funds for NGOs and strategic partners and monitor the expenditure as per agreed work plan
- Selection of NGO implementing agencies, technical backstopping and monitoring
- Conduct training of GO and NGO partners staff on regular basis, and provide training to third party on request, in home garden concept, approaches and methods
- Follow up of training, mentoring and coaching of GO and NGO staff through frequent field visits and interaction
- Field visits and mentoring/coaching to GO and NGO staff on subject matters
• Conduct action research in partnership with NARC
• Responsible for outcome monitoring data collection, analysis and reporting to SDC
• Baseline and end line and any other studies – design, methodology, training of enumerators/researchers, data analysis and reporting
• Publication and visibility work; journal articles and their publication
• Policy advocacy and policy dialogue with government line agencies and I/NGO and other outreach means for promoting home garden
• Liaise with strategic partners and responsible for overall delivery and quality assurance
• Report to the PSC and donor for any reputational and fiduciary risks to the project and work together to mitigate such risks
Annexure VI: Key risks and assumptions

The project explicitly assumes that a bilateral agreement between the Governments of Nepal and Switzerland will be signed well on time allowing HGP fourth phase to start functioning as a continuum of the current phase. It is expected that SDC will play facilitating role and get the job done on time.

Some of the general risks associated with development projects are highlighted by development partners during the Nepal Portfolio Performance Review meeting held on 24 January 2013 in Kathmandu. They have squarely put the blame on government for its failure to effectively implement development projects. Some of the critical reasons cited for ineffective implementation are: political instability; lack of full budget (split budget); high staff turnover; procurement and capacity constraints; slow disbursement of funds and lack of accountability. Furthermore, lack of elected local bodies, parliament and chiefs in major constitutional bodies have weaken the accountability, and thus restoring and enhancing check and balance in the system becomes even more challenging in the given context. It’s expected that the budget for next year will more or less follow similar trend (split budget) that was observed this fiscal year. Hence, constraints associated with split budget will most likely impact the HGP fourth phase as well. The issue of staff turnover and lack of skilled human resources is also common among NGOs. These are some of the constraints that HGP fourth Phase will have to accept as given condition and devise adaptive strategy to minimise the risks.

The HGP fourth phase is designed to engage multi stakeholders (Annexure V) at different levels working in synchronized manner to achieve project goal. However, except in few exceptional cases, strong partnership relationships between government agencies, civil society organizations and academic institutions have remained rare in Nepal. Building trust and solid working relationship amongst new partners takes time, so project believes that it could pose a risk to smooth programme implementation at least in the short-term (within one year).

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Annexure VII: Project strategies and adaptation in possible scenario

In order to ensure the buy-in of Home Garden fourth phase project by the Government of Nepal, the three member design team comprised of focal person from the Department of Agriculture. Input from the focal person has been instrumental in developing the detailed working modality of the project. Moreover, government already has some experience of integrating home garden in their regular programme through their involvement in HGP third phase project. Since the government was intimately involved in design of the project, the approval from the government system is expected without much delay. SDC is fully committed to working with the given timeframe.

The SDC is fully conscious of the negative consequences the delay in fund disbursement will have on the programme implementation in the field. Hence, different mechanisms have been discussed and the most practical one will be adopted for the project. The wider political scenario of the country may not adversely affect the normal functioning of the project provided extreme events like prolonged strikes and violent protests are limited. In any case, the home garden actions are so devolved and decentralized that once project staffs are fully oriented and trained, much of activities can be implemented at local level with only a limited support and supervision from the centre. Regarding frequent transfer and turnover of staff in government and NGO partners, the project will make sure that at least twice the required number of staff is trained to fill the void created by staff transfer and turnover. Training of staff would be a recurrent exercise for PSU; hence project will not suffer due to lack of trained human resources for implementation of project on the ground. The public hearing and public audit (PHPA) mechanism has been inbuilt in the project to ensure transparency in project dealing and to increase accountability of project towards its beneficiaries.

It is anticipated that the PSU will spend considerable time at the beginning of the project, first 3-4 months, in proper inception, orientation, training as well as joint team exercises (site selection, baseline studies, site visits etc) that would expedite programme implementation at later stage.

1 DADO offices in the high hill/mountain, mid-hills and terai districts have 4, 6 and 4 Agriculture Service Centres (ASCs) respectively spread out within the district.