PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND
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EVALUATION REPORT

TRANSTEC
PROJECT
MANAGEMENT

UDF-IND-08-253 - Strengthening the Leadership of Women in Local Democracy - Gram Panchayats (Village Councils in India)

Date: 12 March 2012

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I. EXECUTIVE SUMMARY

(i) Background

The project ran from 1 October 2009 to 30 September 2011 (24 months), with a total grant of USD 350,000 (out of which UNDEF retained USD 25,000 for monitoring and evaluation).

The project was designed by the NGO The Hunger Project (THP) India. It was implemented in partnership with eleven Civil Society Organisations: Astha, Prayas, Society for All Round Development (SARD), Jan Chetna, Jatan, Cecoedecon, Mahila Mandal Barmer Agor, Society for Upliftment of Rural Economy (SURE), Urmul Setu, Unnati, JSVS Pedomada. In addition, THP involved another 30 CSOs as alliance partners during the project's initial phase with the aim to strengthen the leadership of women elected into Gram Panchayats (Village Councils) in 14 blocks of 8 districts (Alwer, Baran, Barmer, Bikaner, Jaipur, Rajsamand, Sirohi and Tonk) of Rajasthan, India. Project activities were undertaken pre- and post-elections. As defined in the Project Document UDF-RAP-08-253 in August 2009, the project objectives were to:

- Increase women's participation in local electoral processes;
- Strengthen elected women's leadership for increased and effective participation in Panchayats;
- Build civil society alliances;
- Advocate for better policies enabling women's participation in democracy;
- Engage with media for positive media coverage of elected women's work.

(ii) Assessment of the project

Project design and objectives were **relevant**. In line with the national development agenda and the constitutional mandate, the project made a deliberate effort to reach out to socially marginalised communities. Findings of the project holder's baseline survey provided evidence of the support women interested to play a role in local governance in Rajasthan needed, both to champion the election phase and to fulfill their roles and responsibilities as elected women representatives (EWRs). A pre-election campaign focused on the dissemination of simplified, complete and accurate information, thus providing clarification needed, in particular vis-a-vis myths that were spread to discourage prospective candidates. Campaign materials were well researched and created with great care, taking into account local needs and conditions. Following the elections, residential leadership workshops instilled confidence, self-respect, dignity and solidarity among EWRs, followed by needs-based workshops helping to address practical problems EWRs face in the course of their daily work.

The methods applied by the THP partnership to determine target area and recipients of its support were **effective**, as the documented outreach of the pre-election campaign and the number of EWRs trained post-elections appear to have exceeded the original plan. Method and form of the training were praised by workshop participants, for both social and technical reasons. Trainees visibly enjoyed gathering for several days in residential workshops, away from their home. They described with enthusiasm how the training generated environments that were free of discriminatory patterns and full of opportunities for learning, sharing and exchange.

Inputs for project management, partnership coordination and M&E absorbed 7% of project expenditure, which appears highly **efficient**, given the project's outputs, a low average unit cost per trainee and THP's sizeable partnership, which involved the management of 40 CSOs pre-election and of 11 CSOs as implementing partners throughout the duration of the project. Joint partnership review meetings were held every quarter to take stock of programme implementation, enable shared learning and resource availability.

The meetings made use of results-oriented monitoring reports generated by THP's database, and considered presentations by and exchange among partners as a basis for the planning of the quarters ahead.

The collection of baseline data, which the THP partnership performed among EWRs prior to their participation in the project's capacity building interventions, progressed very slow as implementing partners were unfamiliar with the methodology of the baseline survey. A second survey to determine the project's outcome has not been carried out yet. Evaluators therefore determined **impact** on the basis of updated case studies, which relate to key issues identified in the baseline survey. These success studies have shown that the involvement of women in panchayat work had positive effects.

Arrangements have been made to further develop block-level 'federations', which have been initiated to ensure continued learning and sharing of knowledge among EWRs. Although not a UNDEF-funded project activity, the idea to create federations was envisaged in the Project Document, as it carries potential to ensure **sustainability**. EWRs repeatedly mentioned to evaluators their expectations from the federations, saying that their work could benefit from exchange and cooperation among EWRs, in order to identify solutions to similar issues occurring across their Panchayats.

According to THP, grant support by UNDEF provided a boost to the legitimacy and credibility of the project. **UNDEF added-value** was also reflected by the fact that the THP partnership obtained the State Election Commission's permission to continue its pre-election campaign up to the elections, while political election campaigns had to stop 24 hours prior to the election date.

(iii) Conclusions

▪ In conditions where the socio-cultural reality of traditional and repressive societal structures prevailed over constitutional provisions meant to support women's participation in grass-roots democracy, the present project was **vital to create an enabling environment for women** in their Panchayats.

▪ The project's territorial targeting and its partnership with 11 CSOs secured **outreach and acceptance, thus significantly enhancing the project's relevance and impact.** Based on our findings related to effectiveness and impact, **the project achieved its objective to generate an enabling environment for increased women's participation in local electoral processes and local decision making.** A meticulously planned election campaign and a carefully designed training programme played an important

role in making women understand and apply their proper right to address gender inequality and to improve their community's living conditions through an EWR mandate.

- ▪ ***The project has brought about change, as it added the gender-perspective to previously male-dominated norms and values in local governance.*** Women, in particular from the marginalized SCs and STs, gained the confidence to stand as a candidate for election and to challenge existing patriarchal / socio-cultural practices, such as the practice to nominate women standing in as proxy candidates for men to access reserved village council seats.

- ▪ Once elected, ***EWRs use their representative authority to organise collective actions, e.g. against corruptive practices and gender-based discrimination/violence***. There is evidence of growing and effective involvement in the decision-making processes of the village council particularly with respect to income-generating initiatives and budget expenditure Some EWRs managed to renegotiate the division of labour within the household.

- ▪ Overall, based on our findings related to impact and sustainability, ***the empowerment of those EWRs that benefitted from the project's training programme has initiated distinct democratic development at grass-root level, which evaluators consider irreversible***.

(iv) Recommendations

- ▪ Evaluators recommend to ***concentrate on progress tracking to maintain strategic focus***. It will be important to assess remaining (and new) needs among EWRs before embarking on new training activity supporting the activation of the recently established block-level federations.

- ▪ ***A deepened relationship with the media*** is also recommended to secure it as a continued partner for women's empowerment. More frequent reporting about individual stories of leadership will help to sustain the debate of persistent issues and thus foster the democratization process and social change.

II. INTRODUCTION AND DEVELOPMENT CONTEXT

(i) The project and evaluation objectives

This report contains the evaluation of the project entitled "Strengthening the Leadership of Women in Local Democracy – Gram Panchayats (Village Councils)". The project ran from 1 October 2009 to 30 September 2011, with a total grant of USD 350,000 (out of which UNDEF retained USD 25,000 for monitoring and evaluation).

The project was designed by the NGO The Hunger Project (THP) India. It was implemented in partnership with eleven Civil Society Organisations (CSOs): Astha, Prayas, Society for All Round Development (SARD), Jan Chetna, Jatan, Cecoedecon, Mahila Mandal Barmer Agor, Society for Upliftment of Rural Economy (SURE), Urmul Setu, Unnati, JSVS Pedomada. In addition, THP involved another 30 CSOs as alliance partners during the project's initial phase with the aim to strengthen the leadership of women elected into Gram Panchayats (Village Councils) in 14 blocks of 8 districts (Alwer, Baran, Barmer, Bikaner, Jaipur, Rajsamand, Sirohi and Tonk) of Rajasthan, India. Project activities were undertaken pre- and post-elections. As defined in the Project Document UDF-RAP-08-253 in August 2009, the project objectives were to:
- Increase women's participation in local electoral processes;
- Strengthen elected women's leadership for increased and effective participation in Panchayats;
- Build civil society alliances;
- Advocate for better policies enabling women's participation in democracy;
- Engage with media for positive media coverage of elected women's work.

(ii) Evaluation methodology

The evaluation took place from November 2011 – January 2012 with the field work in Rajasthan/India conducted from 11 to 16 December 2011. The evaluators reviewed available project documentation and on Elected Women Representatives (EWRs) at Gram Panchayat level in India (Annex 2). Initial and final interviews were held with the Senior Programme Officer of the National Office, the Programme Officer of the State Office and other THP key personnel. In accordance with the suggestions made by the UNDEF desk officer's project-specific note, field work then focused on meetings and exchanges with EWRs, to confirm the project beneficiaries' experiences and to obtain updates of their most recent achievements. Interviews and group meetings were carried out in Panchayats throughout Rajasthan, which involved representatives/trainers of five of THP's partner CSOs and forty-four EWR trainees, of which thirty-one were originally covered by case studies[1] (Annex 3).

The Mid-Term Report and the Final Narrative Report indicated that all project activities were carried out according to plan, mostly arriving at the results planned. The UNDEF desk officer similarly perceived that outputs were produced within the planned timeframe, with outcomes largely met. Apart from confirming these positive results during the field work in India,

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[1]   Annex 1 of the Final Narrative Report, October 2011.

evaluators suggested to follow up on several issues they had identified during their preparatory work. These included:

- Growing levels of resistance originating from male representatives, government officials and the EWR's own families: did these weaken the EWR's acceptance and leadership, i.e. affect the project's **relevance**?
- The ways Panchayats were chosen for the 'Strengthening Women's Empowerment through the Electoral Process' (SWEEP) campaign; the selection criteria for participants in the Training of Trainers (ToT), the Women Leadership Workshops (WLW), the media workshops and the training method and materials, to determine **effectiveness**.
- The management of the project's sizeable partnership. How did partnership arrangements actually promote **efficiency**?
- The extent to which 'success stories' exist, that already can tell about visible changes achieved through the work of individual EWRs in their Gram Panchayats, in order to determine the project's potential **impact**.
- The existence of arrangements supporting continued learning and sharing of knowledge to ensure **sustainability**.
- The comparative advantage generated by UNDEF's relationship with the THP partnership, as well as the positioning of the partnership in Rajasthan's society, to determine **UNDEF-added value**.

(iii) Development context

The Indian constitution includes provisions for political, social and economic freedom. However, bodies ensuring local governance in rural areas were initially not included in India's constitution. Its article 40 then stated that the States of India shall take the necessary steps to organize village Panchayats and endow them with such powers and authority as may be necessary to enable them to function as units of self government.

For Mahatma Gandhi the village represented the fundamental unit of India's governance structure: "Independence must begin at the bottom".

Prevailing conditions such as social inequality and discrimination against marginalized groups and women prevented effective realization and remained an area of concern for a long time, until in 1992 the parliament passed the 73rd constitutional amendment, establishing rural local self government in India, also known as 'Panchayati Raj'. The amendment of the Indian constitution came into effect in 1993 and mandated the establishment of democratically elected Panchayats at village, district and intermediate levels throughout India, including provisions for (a) their regular elections, powers, resources; and (b) for the representation of the socially and politically marginalized sections of scheduled castes (SC), scheduled tribes (ST) and women.

A constitutionally guaranteed minimum female representation of one third of Panchayat seats ended the practice of nomination or co-option[2] of women primarily originating from influential families belonging to the ruling political party. The reservation refers to the overall number of seats as well as to the provisions made for SC/ST, thus ensuring seat reservation across castes and class. In addition, women can also present themselves as candidates for

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2 In the 1960's and 1970's most state government considered the provision of co-option of two women as individual female candidates almost never succeeded in direct elections.

non-reserved seats.

The geographical distribution of reserved seats changes after each electoral cycle. In a village, in which a seat was reserved for SC, a reservation for women may apply during the next election. Or, in a village in which a reservation for women existed, no reservation at all may apply in the following election. This is to ensure that every weak section in every village gets a chance to participate in local decision making at some point within a given period. In villages with only one or two Panchayat seats the reservation must not forever exclude sections of the society from the decision making process, for which no reservation exists.

India has endorsed a number of international conventions[3] and policies as enabling measures to implement women's empowerment, such as the Mexico Plan of Action (1975), the Nairobi Forward Looking Strategies (1985), the Beijing Platform for Action (1995). Most importantly, article 7 of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)' which India ratified in 1993, calls on the signatory states to undertake affirmative action strengthening the role of women in local democracy, in order to ensure their inclusion and equal access to decision making.

India's National Policy for the Empowerment of Women (2001)[4] aims to ensure the advancement and empowerment of women in the economic, political, social and cultural spheres. The 11th Five Year Plan of the Government of India (2007-2012) takes this focus further, emphasizing the need for an 'enabling political environment' and states that 'women Panchayats members are empowered to take their own decisions' through 'political-skill building of women members of Panchayats'.

In preparation for the 2010 election the Indian State of Rajasthan increased the female seat reservation to 50%. The possibility for women to enter local governance at grass-root level across social hierarchies provided them with first-time opportunity to preside over those who perpetuated discrimination against them. With possibly half of Panchayat president posts in their hands, female power was about to become decisive in local politics.

However, the male establishment and upper castes were reluctant to share power and refused to rethink their approach for the future. Despite constitutional amendment women therefore ran the risk of prevention from holding public office, given the many different challenges[5] the reality of their daily lives may impose on them.
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3 More information about these can be found at http://www.un-ngls.org/spip.php?page=article_s&id_article=1725 and http://www.un.org/womenwatch/confer/nfls/
4 To follow up on progress made on international conventions : http://www.un.org/womenwatch/daw/Review/responses/INDIA-English.pdf
5   As described in detail in Part Four of the India progress report referred to in footnote 6 above.

III. PROJECT STRATEGY

(i) Project strategy and approach

Three key objectives constituted the strategic approach of the project as defined in the Project Document RAP-IND-08-253 in August 2009:

(a) Strengthening Women's Empowerment through the Electoral Process' (SWEEP), an extensive campaign undertaken prior to the Panchayat election, which aimed to include and increase the participation of women in local elections as informed voters, candidates, election agents and responsible citizens. In this context, ensuring elections free of violence was a particular concern.

(b) Capacity building to promote women's leadership, once elected into a Panchayat, through 'Women's Leadership Workshops' (WLWs), follow-up workshops (FUWs) and needs-based workshops (NBWs). The workshops aimed to encourage elected women to actively participate in the village council meetings (Gram Sabhas), taking leadership in processes related to budgetary and development plans in their Panchayats.

(c) Advocacy and alliance building with civil society organizations, media workshops, and policy advocacy addressing State government to advocate for an enabling working environment for elected women representatives.

The above approach was based on THP's overall assessment of previous capacity building efforts for EWRs in India, according to which National and State government institution training have only reached about 20% of EWRs (results of a national study). The low turnout is likely to be explained with the fact that these efforts took the form of standardized training programmes, which usually did not take into account the challenges and limitations to which EWRs are exposed (e.g. high levels of non-literacy and non-mobility, see above development context). According to THP, additional efforts by civil society organizations, NGOs as well as bilateral, multilateral and international donors have generated little improvement, as they were uncoordinated and of small scale.

The project is embedded in THP's strategic programme, which aims to guide and accompany EWRs throughout their tenure. Support granted by UNDEF relates to two years of THP's strategic partnership with the EWRs[6]. The strategic programme is based on the project grantee's past experience of contribution to the training of altogether 80,000 EWRs in WLWs across India since 2001, which was supported by some 800 trainers. Pre-election, thirteen SWEEP campaigns have been conducted so far.

Central to the strategy is the initiation, development and maintenance of a 'Federation', which in the long-term is intended to function as an instrument for liaison and information dissemination among EWRs, with a focus on governance, economic and social justice issues. So far, 175 block level Federations have been initiated in eight States of India, and with SUGRAMA one State-level Federation has been registered in Karnataka.

THP intended to continue implementation of its strategic programme in Rajasthan following

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6   See Annex V for a schematic overview of THP's strategic approach

the end of the UNDEF-supported period. It is understood that the support of UN Women has now been secured for activities aiming at the development and activation of the 'Federation'.

Given the geographical outreach of the project, THP chose to implement the project through a partnership, which was formalized through Memoranda of Understanding (MoUs) signed with each partnering CSO. The MoUs included reporting duties and obliged partners to provide audited financial statements. Conditions were strict, allowing for random financial checks by the project holder and giving the THP the right to terminate the contract within one month in the case of technical non-compliance by a partner.

During the early stages of project implementation performance was found not up to THP's standards in two areas and therefore the State Office team chose not to continue the cooperation with two CSOs after completion of the SWEEP campaign. New CSOs were taken on board.

(ii) Logical framework

The Project Document translates THP's programmatic approach into a structured and very detailed plan of project activities and intended outcomes, which is geared towards the achievement of the project's three key objectives. The framework below aims to capture the project logic systematically, also attempting to eliminate confusion between intended outcomes and outcome indicators evaluators at times observed in the Project Document's result framework.

Project Activities & Interventions	Intended outcomes	Medium Term Impacts	Long Term Development Objectives
(a.1) Planning workshop for SWEEP to build a Civil Society Alliance launching a pre-election campaign with a focus on women's leadership	CSOs across the state of Rajasthan promote women's participation, especially marginalized women, in the pre-election campaign.	The Civil Society alliance developed a common strategy, succeeded involving the wider community and other stakeholders & increased women's participation	Women's empowerment is strengthened through the electoral process

Elections are carried out without violence exercised against women |
(a.2) Training of Trainers workshop for SWEEP campaign	CSOs play a key role in mobilizing and raising awareness Conceptual clarity among CSOs		
(a.3) SWEEP campaign development workshop with 7 CSOs and local creative artists/ professionals	Uniform, focused campaign messages & material are developed & adopted,	Enhanced understanding of women's participation and leadership. Legitimization of women leaders	
(a.4) SWEEP campaign in 700 Gram Panchayats			
Women, especially from marginalized communities and the community in general, actively participate in the electoral process	An enabling environment is created within local communities.

Significantly increased participation of women as informed voters and candidates | | |
| (a.5) Two media workshops &

advocacy meetings with State Election Commission, Ministry of Rural Development and Panchayat Raj and local district administration | Stimulation of election reporting & coverage with a gender perspective recognizing women's leadership

Advocacy meetings held with multi-stakeholders | An enabling environment is created: stakeholders in government & media recognize women's leadership & 'voice'

Gender based violence in elections is recognized, addressed & minimized | |
| (b.1) ToT workshop for 7 implementing partners and | Implementing partners (CSOs), are key actors training newly elected | Trainers understand the concepts & issues related to gender, governance, | Elected women representatives (EWRs) are |

follow-up refresher ToT	women representatives to become empowered leaders	democracy, apt conduct of WLWs	encouraged to actively participate in the village council meetings (Gram Sabhas)
(b.2) Block-level meetings in 14 blocks, where WLWs are planned	Mitigate/address rumors, myths & mindsets associated with women stepping out of their traditional roles/private domains	An enabling environment is created: the community / stakeholders welcome newly elected women's leadership	EWRs take informed leadership in processes related to budgetary and development plans in their Panchayats
(b.3) Residential WLWs in 14 blocks across 8 districts 50 case studies about achievements of elected women	EWRs are aware of their constitutional rights, status, roles, and responsibilities EWRs engage with processes/ structures of democracy & governance	EWRs build and strengthen their leadership through significantly enhanced understanding Increased self-confidence enables them to articulate their visions	
(b.4) Follow-up workshops for previous WLW trainees	Sharing of technical skills and practical examples	Learning from each other's experience EWRs are enabled to address challenges	
(b.5) Preparation of trainers for needs-based workshops Needs-based workshops for trainees of previous WLW/follow-up workshops	Enhanced understanding of Panchayat operations (government policies, schemes, rights, entitlements and related issues)	Knowledge gaps on government schemes (social security, food security, budgets & accounts, livelihoods) addressed	
(b.6) Mobilization campaigns in 100 Gram Panchayats on importance of citizens attending Gram Sabha	Citizens become aware about the function of and specifically the role EWRs play the in Gram Sabha	Increased participation and engagement of EWRs in the proceedings of the Gram Sabha	
(b.7) State level convention for 350 trained EWRs, incl. attendance of media, government, CSOs.	EWRs articulate their experiences & achievements as effective leaders, challenging the gender stereotype	Myths debunked; EWRs' self-confidence & dignity instilled; federations publicly announced	
(c.1) Advocacy meetings with Ministry of Rural Development & Panchayat Raj, local district administration & CSOs	Effective advocacy missions to policy makers carried out	An enabling environment is created for EWRs to participate and engage with local institutions of democracy	Alliances built with policy makers and the media for gender sensitive policies with human rights perspective
(c.2) Media Workshops for journalists	Sensitize journalists about role, achievements & challenges faced by EWRs	Women's leadership & contribution within the feudal/ patriarchal context acknowledged	

IV. EVALUATION FINDINGS

(i) Relevance

The aforementioned socio-cultural, economic and political issues and the fact that political skill-building is a priority in the 2007-2012 government plan confirm the relevance of the project's key objectives and intended activities.

In line with the national development agenda and the constitutional mandate, the project made a deliberate effort to reach out to socially marginalised communities. At the same time, THP successfully managed that the project remained focused on the empowerment of women. It did not get involved in discussions relating to caste issues throughout its implementation.

> **Baseline Survey among EWR trainees: Updated Key Findings**
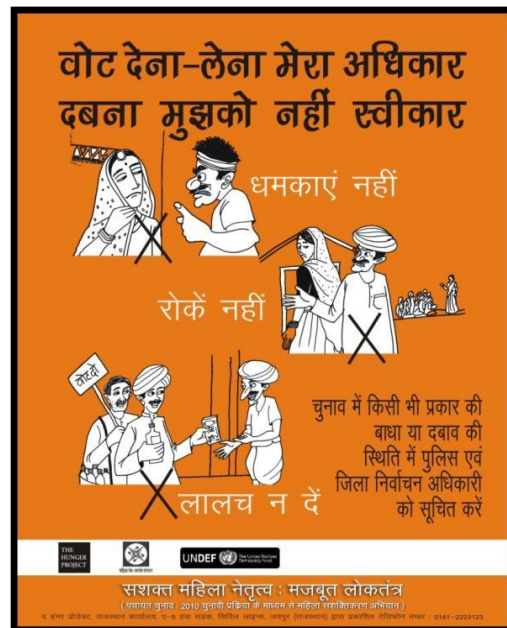>
> 31% faced resistance (by their own family, a political party or the local community) when they decided to stand for elections.
> Only 13% took the decision to stand for elections themselves, all other decisions were influenced by the local community or their own family.
> 83% had never attended a village council meeting before they became EWR.
> Almost 80% are considered non-literate (i.e. non-literate persons, plus those who only know how to sign with their name).
> 35% are below the age of 35.

Key data of THP's baseline survey, which considered 1,808 interviews with elected women representatives (EWRs)[7], provides further evidence of the support women interested to play a role in local governance in Rajasthan needed, both to champion the election phase and to fulfil their roles and responsibilities as EWRs.

Pre-Election Support

Pre-Election Voter Awareness Campaigns (PEVAC) carried out during previous elections did not focus on women and did not provide assistance to village council candidates during the election process to the extent SWEEP did. By undertaking e.g. a large-scale communication campaign, SWEEP focused on the dissemination of simplified, complete and accurate information, thus providing clarification needed. Campaign materials were well researched and created with great care, taking into account local needs and conditions.

Below is an example of one of six different information posters used during the SWEEP campaign to transport key messages: 'Asking you to cast your vote and to vote for me is my right' and 'Coercion is unacceptable to me'. Prior to its use, THP had sought verification of all SWEEP

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7   During their field visit evaluators were presented with an assessment based on updated survey data, as compared to the Final Narrative Report (Annex V).

campaign materials by the Election Commission of the State of Rajasthan to ensure correct contents. Information material distributed carried a help-line phone number (bottom line of this poster), to report e.g. cases of misinformation or coercion. The THP partnership informed the State Election Commission about such cases. Materials were also distributed to the twenty District Magistrates and the State Election Officers related to the 1,071 Panchayats of the 46 blocks, in which the campaign took place, together with an explanatory letter introducing the SWEEP campaign activities that were going to be undertaken by THP's 40 local partners

Typical myths included: (i) women take passive interest in politics, (ii) their presence in politics is due to their connections with powerful political families or politicians and (iii) they are proxy members who do not or rarely attend panchayat meetings.

Public rally during the SWEEP campaign and the use of banners carrying slogans advocating the women's right to participate in Panchayat elections: 'Time has changed, now it is the time of women'; 'Long journey, destination far. Yet we will live our vote'; 'I will become a voter and candidate. I will become a nominator and polling agent'.

Such assumptions were contested through simple but definite slogans that were expressing the women's desire to lead as a matter of right in a neither aggressive, nor offensive way.

THP also secured the support of former female village council members, whose experience and knowledge helped the campaign to enter into the households of prospective candidates and to generate discussion with their family members. Thus they played an important role of as advisor, social communicator and counsellor, thus adding to the credibility of the campaign and the project.

Post-Election Support
THP's baseline survey established that EWRs were keen to address local issues, which they have mainly identified in the context of their traditional household roles. Water/road

infrastructure[8] and education were issues most frequently mentioned, followed by housing, health, electrification and sanitation topics. While one in four EWRs claimed to know about government-funded schemes and entitlements that exist to resolve issues in these fields, many of them admitted to lack the technical know-how to manage the application paper work they require.

Despite belonging to an upper caste, *Sunita Rajawat, EWR from the Vanasthali Gram Panchayat*, had to work hard to make men accept women's participation in village council meetings. She has also achieved access to drinking water for the Dalit community of her village. She wants to promote skill-development of the Dalit community and hopes to link them to the local market. 'The training made me who I am and what I can do,' she said, and: 'The learning during the training programmes was like the North Star and guided us through our work'.

Accordingly, 'Women's Leadership Workshops' (WLWs), aimed to instill confidence, self-respect, dignity and solidarity among EWRs. Follow-up workshops (FUWs) and needs-based workshops (NBWs) then focused on helping to address practical problems EWRs face in the course of their daily work.

NBWs focused in particular on the provision of conceptual and technical clarification in relation to government policies, schemes, concepts, and rights. The project's itinerary thus followed a logical sequence, from basic to specific training EWRs required to fulfill their role. The NBWs were of particular importance, given that Panchayats are not involved in the planning of state- or central government-funded schemes. With little financial or administrative autonomy, Panchayats can at best aspire to exploit available funding, for which a good understanding of the related administrative requirements is essential.

Interaction with other women helped EWR *Laxmi Bai from the Panchayat of Morthala* to collectively address issues such as domestic violence and the need for separate public toilets for women. She is the founder of a women's platform which meets every quarter to discuss these and other local issues. As a result, more women regularly participate in the Panchayat meetings, and social justice matters are more frequently discussed.

The project's approach to training differed significantly from training programmes organised by State or National government institutions. The allocation of ample time to ToT was beneficial to the EWR's capacity building, which was launched following the elections without delay. Pre-WLWs sharpened the project's focus on the creation of enabling environment for women, resulting in increased levels of willingness among EWRs to participate in the project. WLWs were conducted in an environment which EWRs found familiar, i.e. trainees and organisers (including former EWRs) collaborated at equal levels without involvement of discrimination or special treatment.

First federation-type cooperation among EWRs and with other women, which took place while the project was implemented, has been noted. It clearly represented a response to increasing levels of resistance originating from male representatives, government officials and their own families[9].

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8   Organizing water for the household is a principal responsibility of women and girls.
9   Compare the vision of THP's five year programme in the strategy section above and 'Collective Action by Elected Women Representatives', Final Narrative Report, Annex I, p. 69

(ii) Effectiveness

The project produced almost all of the outputs foreseen in the Project Document and in many cases these surpassed the initial plan. This was most importantly to the benefit of the project's end-beneficiaries, as the outreach of the SWEEP campaign and the number of EWRs trained post-elections clearly exceeded the original plan.

Pre-election Support

SWEEP campaigns were implemented by timely trained trainers and awareness raising materials were developed and disseminated in higher numbers than planned. SWEEP activities reached out to 1,071 (planned: 700) Panchayats of 46 blocks in 20 districts. Media workshops involving more journalists than planned were held and contacts were established to notify District administrations concerned by the project and to coordinate activities with the State Election Commission.

The territorial targeting of the SWEEP campaign was based on the identification of Rajasthan's most backward areas. More precisely, THP chose the Panchayats to benefit from the pre-election support by considering the UN human development index (life expectancy, education, income index based on GDP per capita) and census data gender indicators (sex-ratio, maternal mortality rate, domestic violence, literacy of women).

Street play performed during SWEEP campaign as part of 650 (planned: 500) rallies

Post-election Support

The full cycle of pre-WLW meetings, WLWs, FUWs and NBWs was implemented by repeatedly trained trainers, with residential workshops being held for several days, away from the EWRs' villages to allow for focus and shared learning. The workshop series culminated as planned in a State-level convention involving Rural Development and Panchayati Raj Minister participation and presence of ministerial staff throughout the event. More journalists than planned were trained in media workshops, which included also the participation of EWRs and CSO representatives.

The identification of workshop programme participants was based on the participation of 1,056 EWRs in the project's 14 pre-WLW meetings held at block level (700 participants planned). In addition, field staff of the project partnership informed about the WLW opportunity by informing existing Self-Help Groups (SHGs) and making personal visits to EWRs and their families, at times accompanied by former female village council members. Female Village Council presidents were encouraged to bring along other EWRs from their Gram Panchayat.

A pre-condition for the success of EWR training was to 'break the ice', which is why WLWs at the outset always aimed to establish trust among participating EWRs and between them and their trainers.

Participatory methods, such as plays and songs, helped EWR trainees to get to know each other in a comfortable and non-intimidating way. In a next step WLWs then addressed the rights linked to citizenship and issues related to patriarchy. This subject usually prompted the trainees to talk, as they were given the rare opportunity to speak about the limitations and restrictions they experience.
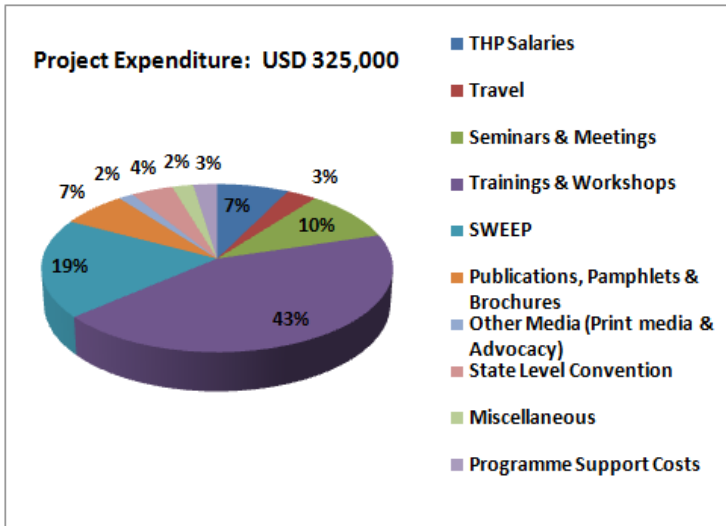
An EWR presents group work results. 2,152 EWRs participated in the 77 WLWs that were held (planned: 60 WLWs, 1,800 EWR participants)

To make the trainee groups cohesive, an exercise followed, during which the typical daily routine, roles and responsibilities of male and female family members were compared. Thus, trainees realised and appreciated their multiple capabilities, which led to the basic conclusion: 'If we can run a household and organize the family business, we certainly can also be members of the village council'. Ample time was given to take up issues the trainees wished to share and discuss, to reassure them that their role and what they do is important.

The THP partnership sent 150 media workshop invitations to freelance journalists (50) and newspapers (100), with the latter identified through the results of a National Readership Survey. Newspapers with largest circulation were repeatedly contacted to ensure participation. The actual participants were nominated by the newspapers themselves.

(iii) Efficiency

Timely implementation of planned activities by the THP partnership and solid reporting procedures have been the hallmarks of the project. As reported above, actual outputs exceeded in most cases the initial plan. To the evaluators it did not appear that the few shortcomings that were found had any effect on the project's outcomes.

Project Expenditure: USD 325,000

- ■ THP Salaries
- ■ Travel
- ■ Seminars & Meetings
- ■ Trainings & Workshops
- ■ SWEEP
- ■ Publications, Pamphlets & Brochures
- ■ Other Media (Print media & Advocacy)
- ■ State Level Convention
- ■ Miscellaneous
- ■ Programme Support Costs

As a matter of fact, the project had to cope with a lean budget, considering the outcome it has delivered.

Equipment was not budgeted for, as THP and its implementing partners managed to cut costs using their existing infrastructure. The budget also reveals that the input of the implementing partners' field staff has not been budgeted for, i.e. it was provided free of charge.

Costs associated with the implementation of (i) SWEEP campaign, (ii) seminars and meetings and (iii) trainings and workshops, absorbed 72% thus representing the project's main expenditure. Breaking the total amount spent for trainings and workshops (USD 141,000) over the total number of WLW trainees (which includes the participants and hence the costs of the other elements of the project's training cyle) provides an average cost of USD 65 per EWR. Advocacy and outreach expenses covering the campaign material, advocacy and State Convention costs corresponded to an expenditure ratio of 13%

THP's staff costs, which related to inputs for project management, partnership coordination and M&E, represented 7% of project expenditure. This was highly efficient given that THP's partnership involved the management of 40 CSOs pre-election and of 11 CSOs as implementing partners throughout the duration of the project.

The documented outputs lead evaluators to the conclusion that the collaboration between State Programme Officer and National Programme officer, who coordinated and monitored the project, was excellent. Management and coordination of the sizeable partnership was facilitated by the project's reporting and monitoring system, which required partners to submit monthly narrative and financial reports. In addition, partners were obliged to provide quarterly M&E reports. The State Office recorded data of the latter via intranet on THPs internal database.

Joint review meetings were held every quarter to take stock of programme implementation, enable shared learning and resource availability. The meetings made effective use of the monitoring reports generated by the THP database, and considered presentations by and exchange among partners as a basis for the planning of the quarters ahead. According to THP, the joint review meetings helped improving the partners' reporting skills, as they initiated exchange of best practices and competitiveness.

The potential for inefficiency was further minimized through quality assurance efforts of THP's State Office, which included unannounced spot checks in the field. As reported in the strategy section, this led to the replacement of implementing partners who were found to be not performing up to expectations.

(iv) Impact

During their field visit, evaluators met forty-four EWR trainees to gather their recent experiences in the form of anecdotes. The objective of the field visits was to clarify to which extent 'success stories' exist, that already can tell about visible changes achieved through the work of individual EWRs in their Gram Panchayats[10].

Speaking about their work EWRs displayed a high degree of determination, to address and solve the local development issues their communities face. Their personal history confirmed that a transformational process has been lauched vis-à-vis gender-related issues and social constraints, with more and more EWRs contributing through the Gram Panchayat to the improvement of the living conditions in their village.

Meeting with former EWR trainees. Left: at CSO CECOEDECON on 13/12/2011. Right: at CSO Jatan on 15/12/2011.

Most of the stories gathered demonstrate that EWRs used their knowledge to deepen relationships with and to build among their community members, often involving other women in the representation of female interests at village council meetings / vis-à-vis public officers. The technical know-how they have acquired further empowered EWRs, as it enabled them to accomplish tangible results for their community.

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10 In relation to the success stories reported in the existing 50 case studies (Annex I of the Final Narrative Report) an effort was made to identify new anecdotes or to obtain additional details of relevance to determine impact.

The following examples have been selected and grouped to determine impact in relation to four key issues identified by the baseline study.

LOCAL COMMUNITY DEVELOPMENT
- One of the strategic objectives of **Geeta Raigar from the Panchayat of Junda** is to promote social cohesion in her area. She therefore gathered local people to refurbish the Chamunda Devi temple and to prepare a three-day fair in her village. Religious events usually polarise and divide people, but according to her '[…] work on the temple brought everyone together. It potentially reduced social conflict […]'. Local shops were given the possibility to put up stands against payment of a local fair tax, which generated important revenue for the Panchayat. Geeta said that the training familiarised her with the concept of initiating joint community action to raise revenues that she can use for the development of her village.
- **Pooja Rajpurohit, vice president of the village of Malagaon**, was born in Mumbai. From the moment marriage brought her to this area, it became her ambition to start the process of modernizing the village. As she was used to practices and facilities of an urban environment she soon became concerned with health and sanitation. The president of her Panchayat, which is also a women, supported her efforts. She steered a reform of the area's rules applied to the issueing of construction permits, New buildings only obtain a certificate of 'no objection', if they include toilet facilities. Pooja is convinced that the new policy will reduce cases of illness and the spreading of diseases.

OVERCOMING GENDER-RELATED ISSUES
- During village council meetings in **Sunita Rajawat's Panchayat of Vanasthali**, male members used to sit in the front row, leaving the second row to female members. At these meetings, the Block Development Officer (BDO) smoked, while sitting on the chair of the Panchayat president. Sunita patiently observed this during her first Panchayat meeting, but at the second meeting she decided to take a seat in the front row. The Minister of Panchayati Raj, to whom she complained about the BDO's conduct, asked the officer not to repeat his inappropriate behaviour.
- Work on gender issues represents the focus of the activities of **Kamla Devi, EWR from Udvadia**. She campaigns against sex-selective abortion, using the slogan 'If there are no girls, where will the boys be?'. She also advocates against wearing the veil, as she is convinced it prevents women from moving ahead. Her main concern is to ensure that girls obtain school education instead of being neglected or kept busy with traditional household tasks. She also wants to lobby schools to not only teach in the local language but to start teaching in Hindu to increase the potential of future job opportunities.

ADDRESSING FAMILY PRESSURES AND SOCIAL CONSTRAINTS
- Although the practice of 'purdah' (wearing a veil) is closely associated with the Rajput caste, **EWR Khema Kanwar from the village of Eethnol** had the strength to take off her veil. Despite her breaking with a strong tradition she feels that village council members and the local society fully trust her, now that she shows her face when discussing and deciding local politics. She has also stopped to wear the veil when she spends time back home with her family.
- Being a village council member, **Fatima Begum from the Panchayat of Panotiya** used her representative powers to ensure access to education for two girls from the muslim minority. Despite their legal right to education, the school in question initally denied admission. She also encouraged the parents to drop their concerns about the security of their children.

Some data weaknesses limit the analysis of impact. The collection of baseline data, which the THP partnership performed among 1,808 EWRs prior to their participation in the project's capacity building interventions, progressed very slowly, as implementing partners were unfamiliar with the methodology of the baseline survey[11]. A second survey to determine the project's outcome has not been carried out yet. However, on the basis of the success stories, which relate to key issues identified in the baseline survey, evaluators have formed the view that the project had positive effects. As shown above, the involvement of women in panchayat work seemingly has e.g. reduced corruption and favouritism and increased awareness of the importance of child education, health and sanitation. The recognition of women's rights has improved.

(v) Sustainability

UNDEF's support covered two years of the overall five year period of THP's strategy, which was designed to accompany EWRs throughout their tenure. As described in the sections above THP's strategic intervention started with SWEEP, which involved the building of alliances/networks, the preparation of potential EWRs, the organisation of the pre-election campaign and the tracking/monitoring of gender-related violence in cooperation with the State Election Committee. Post-election, a four-year cycle of capacity building measures is foreseen, which include the organisation of WLWs, FUWs and NBWs, all of which have been held during the lifetime of the project. Following the end of the UNDEF-supported period, a second round of similar capacity building measures is foreseen, to help EWRs develop and implement their work plans. Training and guidance will aim to facilitate improved representation of women in village council meetings, particularly by supporting the further development of block-level 'federations', which have been initiated to ensure continued learning and sharing of knowledge among EWRs. To date 175 block-level federations have been initiated in eight States of India. According to THP, the concept was introduced by EWRs themselves, claiming that they achieved better progress when they jointly pursued initiatives at block-level, involving a number of Gram Panchayats. Block-level federations

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11 Project Final Narrative Report, p. 13.

can be probably best compared with an informal tool for cooperation on a specific theme or to jointly undertake advocacy. They are neither registered nor institutionalised bodies. ==It is THP's strategic objective for block-level federations to start engaging with and to pursue advocacy related to local issues upon completion of the second round of capacity building measures.==

In Rajasthan THP 'planted' the idea to initiate federations in the context of the WLWs during the first year of project implementation. The actual establishment of the federations took place during the second year. Although not a UNDEF-funded project activity, the idea to create federations was envisaged in the Project Document, as it carries potential to ensure sustainability.

THP observed first examples of collective action by EWRs at the State-level convention, when EWRs articulated their concerns and suggestions. Evaluators have also witnessed examples of cooperation among women during their field visit (see above section on relevance). It was in this context that EWRs repeatedly mentioned to evaluators their expectations from the federations, saying that their work could benefit from exchange and cooperation among EWRs, in order to identify solutions to similar issues occurring across their Panchayats.

According to THP, the support of UN Women has been secured, which puts its partnership in a position to conduct additional activities aiming to further support the activation and enhance the development of block federations. The existing group of trainers will undergo new ToTs on the concept (inclusive approach, exclusion of discrimination based on caste or religious orientation, independence from political party affiliation) and role of federations (cooperation in thematic working groups). In the ToTs trainers will also elaborate an annual work plan, which will provide the basis for the future 3-day EWR workshops on the federations topic.

(vi) UNDEF Value Added

Timely approval by UNDEF helped the THP partnership to implement the project in sequence with the 2010 elections. During the elections, no other organisation was in a position to undertake support for women of the scale of the project's SWEEP campaign in such a timely manner.
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Not holding the WLWs and other elements of the training programme for the EWRs and the media would have meant a lost opportunity to maximise impact, given that for the first time 50% of village council seats were reserved for women.

All project activities and materials were branded as UNDEF-funded. According to THP, grant support by UNDEF led State government to endorse the project's activity. They perceive UN agencies as non-invasive and impartial, which provided a boost to the legitimacy and credibility of the project. This was also reflected by the fact that the THP partnership obtained the State Election Commission's permission to continue the SWEEP campaign up to the elections, while political election campaigns had to stop 24 hours prior to the election date.

V. CONCLUSIONS

i. The project's territorial targeting and its partnership with 11 CSOs secured **outreach and acceptance, thus significantly enhancing the project's relevance and impact.** Competent local presence essentially contributed to the development of an enabling environment that supports women's participation in Gram Panchayats. The method and form of training was praised by EWR participants, for both social and technical reasons. Trainees enjoyed gathering for several days in residential WLWs and described with enthusiasm how the training generated environments that were free of discriminatory patterns and full of opportunities for learning, sharing and exchange. The continuous availability of field staff, if clarifications or encouragement were needed (often referred to as 'handholding' by implementing partners) was appreciated. EWRs expressed their interest to participate in new capacity building measures of similar type.

ii. Based on our findings related to effectiveness and impact, **the project achieved its objective to generate an enabling environment for increased women's participation in local electoral processes and local decision making.** A meticulously planned election campaign and a carefully designed training programme played an important role in making women understand and apply their proper right to address gender inequality and to improve their community's living conditions through an EWR mandate.

iii. In the absence of data documenting progress made in relation to the results of the baseline study, evaluators were presented with numerous testimonials of beneficiaries documenting the project's impact. **The project has brought about change, as it added the gender-perspective to previously male-dominated norms and values in local governance.** Women, in particular from the marginalized SCs and STs, gained the confidence to stand as a candidate for election and to challenge existing patriarchal / socio-cultural practices, such as the practice to nominate women standing in as proxy candidates for men to access reserved village council seats.

iv. Once elected, **EWRs use their representative authority to organise collective actions, e.g. against corruptive practices and gender-based discrimination/violence**. Evidence of growing and effective involvement in the decision-making processes of the village council is also increasing, particularly with respect to income-generating initiatives and budget expenditure – both aiming at the improvement of key aspects of the citizen's quality of life. In some cases, empowerment started causing unprecedented repercussions to the families of the EWRs, when women decided to give up wearing the veil and found their opinions receive greater respect. Others managed to renegotiate the division of labour within the household.

v. Based on our findings related to impact and sustainability, **the empowerment of those EWRs that benefitted from the project's training programme**

has initiated distinct democratic development at grass-root level, which evaluators consider irreversible. EWRs reportedly have started to take issues back to their home to discuss and seek solutions with the support of family and community members, i.e. their private space has been taken over by public concerns. Federations, which were recently launched to facilitate sharing and exchange among EWRs from different Panchayats, represent an additional mode that will help to support sustainability.

VI. RECOMMENDATIONS

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

i. While the conclusions left no doubt about the project's effects, proper measuring of impact will be indispensable to identify remaining (and new) needs of the beneficiaries. Limiting the baseline study effort to a representative sample (e.g. pre-training interviews with 33% of the planned trainee population) could have freed the time and resources needed for a post-training survey. The existence of and the project's embedding into a long-term strategy is highly commendable, but new activities supporting the activation of block-level federations should be based on solid findings, to ensure their relevance and consistency with THP's long-term strategy. Based on all conclusion above, *we therefore recommend to rapidly conduct a second survey among a representative sample of WLW training graduates to assess the outcome applying the project's original baseline indicators.* Covering achievements systematically and beyond 50 narrative case studies will improve THP's current assessment in quantitative and qualitative terms. It may also help to attract new donors and implementing partners, thus enhancing the strategic objectives, by expanding or replicating the original project. Rajasthan could clearly benefit from a roll-out of the project's activity, in order to increase the number of WLW training beneficiaries or EWRs involved in the future federation process.

ii. Concerning the conclusion derived from findings related to sustainability it will be important to further improve awareness and acknowledgement of women's leadership beyond their family circles, members of the local community and the publication of project-promoted activities. Based on this conclusion, *we therefore recommend to envisage activities deepening the relationship with the local media to secure them as a continued partner for the promotion of individual EWRs.* More frequent reporting about individual stories of leadership will help to sustain the public debate of persistent issues and thus foster the democratization process and social change.

IX. ANNEXES
ANNEX 1: EVALUATION QUESTIONS

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	▪ To what extent have the project‟s objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value-added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). ▪ Did project design and implementing modalities exploit UNDEF‟s comparative advantage in the form of an explicit mandate to focus on democratization issues?

ANNEX 2: DOCUMENTS REVIEWED

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

THP
- Baseline survey presentation
- Form for collection of Baseline Data from Elected Women Representatives
- Photographs of project activities
- Print Media Coverage
- Project results presentation
- SWEEP Campaign material
- SWEEP Campaign: Quotes from the field
- THP presentation 'Strengthening Women's Political Leadership in Local Governance in India'
- ToT Handouts

Other sources
- Commonwealth Journal of Local Governance, Issue 3: May 2009: Rethinking The Rotation Term Of Reserved Seats For Women In Panchayati Raj, Nupur Tiwari
- Democratisation, Vol.8, No.3, Autumn 2001, pp.162: Increasing Participation in Democratic Institutions through Decentralization: Empowering Women and Scheduled Caste and Tribes through Panchayati Raj in Rural India, E. Bryld, Pub: Frank Cass
- Harijan weekly newspaper, 28 July 1946, p. 236
- National Institute of Advanced Studies-Gender Studies Unit (NIAS), Women's Voice, National Alliance of Women (NAWO) and Initiatives-Women in Development (IWID): Baseline Report Women and Political Participation in India
- Responses of the Member State India to the questionnaire on implementation of the Beijing Platform for Action (1995) and the outcome of the 23rd Special Session of the General Assembly (2000)
- Study on the Participation of Women in Panchayati Raj Institution, Shashi Kaul and Shradha Sahni, Department of Community Resource Management and Extension, Government College for Women Parade, Jammu, Jammu and Kashmir

National Legislative acts, policies
- National Policy for the Empowerment of Women (2001)
- Right to Information Act (2005)
- 11th Five Year Plan of the Government of India (2007-2012)
- 73rd constitutional amendment (1992)

International conventions
- Beijing Platform for Action
- Convention on the Elimination of All Forms of Discrimination against Women
- Mexico Plan of Action
- Nairobi Forward Looking Strategies

ANNEX 3: PERSONS INTERVIEWED

The Hunger Project staff members (December 12th & 16th, 2011)
Ms. Sriparna G Chaudhuri, Director (Dec 12th)
Ms. Ruchi Yadav, Senior Programme Officer
Mr. Virendra Shirmali, Programme Officer
Mr. Darshan S, Programme Officer M&E (Dec 12th)
Ms. Ranjana Kumari, Programme Officer (Dec 12th)

CECOEDECON staff members & trainers (December 13th, 2011)
Ms. Manju Joshi, Dy Director, CECOEDECON
Ms. Nitya, Coordinator
Ms. Asha Kiran, Trainer, SWEEP Campaign, Chaksu Block
Ms. Vishnu, Trainer, SWEEP Campaign, WLW, Refresher Training, Sahabad Block
Mr. Mohan Lal Jat, Trainer, SWEEP Campaign, WLW, Niwai Block
Ms. Sobha Chohan, Trainer, WLW, Refresher Training, Needs-based Workshop, Chaksu Block
Mr. Lallulal Gurgur, Trainer, Refresher training, Needs-based Workshop, Sahabad Block
Ms. Rajesh Vijay, Trainer, Refresher training, Niwai Block
Mr. Satish Mishra, Trainer, Refresher training, Needs-based Workshop, Niwai Block
Ms. Rama, Trainer, Refresher training, Needs-based Workshop, Chaksu Block
Mr. Badarilal Jat, in charge of Chaksu Block, CECOEDECON

Elected Women Representatives (December 13th, 2011)
Ms. Leela Devi Raigar, Sarpanch, Gram Panchayat: Ramnagar, Block: Chaksu, District: Jaipur
Ms. Pyari Devi, Ward Panch, Gram Panchayat: Karodwas, Block: Chaksu, District: Jaipur
Ms. Seema Sharma, Ward Panch, Gram Panchayat: Shivdaspura, Block: Chaksu, District: Jaipur
Ms. Murli Meena, Sarpanch, Gram Panchayat: Dehalala, Block: Chaksu, District: Jaipur
Ms. Karma Devi, Sarpanch, Gram Panchayat: Kathawala, Block: Chaksu, District: Jaipur
Ms. Prem Prajapat, Ward Panch, Gram Panchayat: Kareda, Block: Chaksu, District: Jaipur
Ms. Kali Devi, Ward Panch, Gram Panchayat: Kareda, Block: Chaksu, District: Jaipur
Ms. Radha Devi, unsuccessful Ward Member candidate, Block: Chaksu, District: Jaipur
Ms. Sunita Rajawat, Ward Member, Gram Panchayat: Vanasthali, Block: Niwai, District: Tonk
Ms. Badam Devi, Sarpanch, Gram Panchayat: Lohara, Block: Niwai, District: Tonk
Ms. Santosh Devi, Sarpanch, Gram Panchayat: Sindhra, Block: Niwai, District: Tonk
Ms. Pushpa Kanwar Sarpanch Gram Panchayat: Raholi, Block: Niwai, District : Tonk
Ms. Kamlesh Mehta, Sarpanch, Gram Panchayat: Rampur, Block: Shahbad, District: Baran
Ms. Suchitra Roy, Ward Panch, Gram Panchayat: Natai, Block: Shahbad, District: Baran
Ms. Vidya Devi, Ward Panch, Gram Panchayat: Kelwada, Block: Sahabad, District: Baran
Ms. Puniya Bai, Ward Panch, Gram Panchayat: Khanda Saharol, Block: Sahabad, District: Baran

Jan Chetna staff members & trainers (December 14th, 2011)
Ms. Richa Adichya, Director, Jan Chetna, Trainer, Refresher Training
Ms. Manju Kahar, Trainer, SWEEP Campaign, WLW, Refresher Training, Needs-based Workshop
Mr. Ranchod, Trainer, SWEEP Campaign
Ms. Sunita, Trainer, WLW
Ms. Pushpa Jha, Refresher Training, Needs-based Workshop

Elected Women Representatives (December 14th, 2011)
Ms. Saroj Bala, Sarpanch, Gram Panchayat: Mawal, Block: Abu Road, District: Sirohi
Ms. Laxmi Bai, Ward Member, Gram Panchayat: Morthala, Block : Abu Road, District: Sirohi
Ms. Sharmi Bai, Sarpanch, Gram Panchayat: Nichlagarh, Block: Abu Road, District: Sirohi
Ms. Teeja Bai, Ward Panch, Gram Panchayat: Khadat, Block: Abu Road, District: Sirohi

Ms. Shanti Bai Bhil, Sarpanch, Gram Panchayat: Girwar, Block: Abu Road, District: Sirohi
Ms. Keli Bai, Ex Panch, Gram Panchayat: Girwar, Block: Abu Road, District: Sirohi

SARD staff members & trainers (December 14th 2011)
Mr. Brijmohan, Secretary, SARD Sansthan
Ms. Sunita, Trainer, SWEEP Campaign, WLW, Refresher Training, Needs-based Workshop
Mr. Nemi Puri, Trainer, Needs-based Workshop

Elected Women Representatives (December 14th, 2011)
Ms. Pooja Rajpurohit, Up-Sarpanch, Gram Panchayat: Malagaon, Block: Reodar, District: Sirohi
Ms. Gelu Devi, Sarpanch, Gram Panchayat: Rohua, Block: Reodar, District: Sirohi
Ms. Kamla Devi, Ward Panch, Gram Panchayat: Udvadia, Block: Reodar, District: Sirohi
Ms. Hanja Devi Bhil, Sarpanch, Gram Panchayat: Bant, Block: Reodar, District: Sirohi
Ms. Hanifa Banu, Ward Member, Gram Panchayat: Mandar, Block: Reodar, District: Sirohi
Ms. Paras Kanwar, Sarpanch, Gram Panchayat: Padar, Block: Reodar, District: Sirohi
Ms. Deepa Rajguru, Up-Sarpanch, Gram Panchayat: Udvariya, Block: Reodar, District: Sirohi
Ms. Paru Devi, Ward Member, Gram Panchayat: Datani, Block: Reodar District: Sirohi

Jatan Sansthan staff members & trainers (December 15th, 2011)
Mr. Goverdhan Singh, Trainer, SWEEP Campaign
Ms. Tara Begam, Trainer, SWEEP Campaign
Ms. Manju, Trainer, WLW, Refresher Training, Needs-based Workshop
Ms. Pinki, Trainer, WLW, Refresher Training, Needs-based Workshop

Elected Women Representatives (December 15th, 2011)
Ms. Vardhini Purohit, Sarpanch, Gram Panchayat: Oda, Block: Relmagra, District: Rajsamand
Ms. Lakshmi Sharma, Ward Panch, Gram Panchayat: Pachamta, Block: Relmagra, District: Rajsamand, Ms. Geeta Raigar, Sarpanch, Gram Panchayat: Junda, Block: Relmagra, District: Rajsamand, Ms. Sunder Bai, Up- Sarpanch, Gram Panchayat Gogathala, Block: Relmagra, District: Rajsamand, Ms. Fatima Begum, Ward Panch, Gram Panchayat: Panotiya, Block: Railmagara, District: Rajsamand, Ms. Amrit Kanwar, Sarpanch, Gram Panchayat: Kotadi, Block: Relmagra, District: Rajsamand, Ms. Sundar Bai Salvi, Ward Panch, Gram Panchayat: Relmagra, Block: Relmagra, District: Rajsamand, Ms. Barkat Begum, Ward Panch, Gram Panchayat: Relmagra, Block: Relmagra, District: Rajsamand, Ms. Rekha Baishnav, Ward Panch, Gram Panchayat: Relmagra, Block: Relmagra, District: Rajsamand , Ms. Kesar Devi, Ward Panch, Gram Panchayat: Relmagra, Block: Relmagra, District: Rajsamand

Astha Sansthan staff members & trainers (December 15th, 2011)
Ms. Girija Swami, Trainer, WLW, Refresher Training, Needs-based Workshop
Ms. Veena Saini, Trainer, WLW
Ms Sumitra, Trainer, WLW
Ms. Dhanistha, Trainer, Refresher Training, Needs-based Workshop
Mr. Ashwani Paliwal, Trainer, Refresher Training

Elected Women Representatives (December 15th, 2011)
Ms. Maya Paliwal, Sarpanch, Gram Panchayat: Kesuli, Block: Khamnor, District: Rajsamand
Ms. Khema Kanwar, Ward Panch, Gram Panchayat: Eethnol, Block: Khamnor, District: idem
Ms. Rakhi Paliwal, Up-Sarpanch, Gram Panchayat: Upali Odhan, Block: Khamnor, District: Rajsamand
Ms. Amri Bai, Ward Panch, Gram Panchayat: Kesuli, Block: Khamnor, District: Rajsamand
Ms. Lali Bai, Ward Panch, Gram Panchayat: Upali Odhan, Block: Khamnor, District: Rajsamand

ANNEX 4: ACRONYMS

BC	Backward Castes
BPL	Below Poverty Line
CEDAW	Convention on Elimination of Discrimination Against Women
CBO	Community Based Organisation
CSO	Civil Society Organization
EWR	Elected Women Representative
FUW	Follow-up Workshop
GP	Gram Panchayat
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MoU	Memorandum of Understanding
NBW	Needs-based Workshop
NGO	Non Governmental Organisation
OBC	Other Backward Caste
PEVAC	Pre-Election Voter Awareness Campaign
PRI	Panchayati Raj Institution
RTI	Right to Information
SARD	Society for All Round Development
SHG	Self Help Group
SC	Scheduled Caste
ST	Scheduled Tribe
SWEEP	Strengthening Women's Empowerment through the Electoral Process
THP	The Hunger Project
ToT	Training of Trainers
UNDEF	United Nations Democracy Fund
WLW	Women's Leadership Workshop

ANNEX 5: STRATEGIC FRAMEWORK

Schematic overview of the five-year strategy for support to EWRs. The UNDEF-supported project supported activities displayed under years 5 and 1 of this scheme (source: THP).