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## **SAJHEDARI BIKAAS PROGRAM**

SAJHEDARI BIKAAS:  
Partnership for Local Development  
FY 2013 – Annual Report #1 December 2012 – September  
2013

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# KEY ACRONYMS

ACORAB	Association of Community Radio Broadcasters Nepal
ADR	Alternative Disputes Resolution
ADS	Automated Directives System
ANPA	All Nepal Peasants Association
BGCPC	Buddha <i>Gumba</i> Construction and Protection Committee
CA	Constituent Assembly
CA-II	Second Constituent Assembly
CAC	Community Awareness Center
CAG	Content Advisory Group
CAR	Community Action Researcher
CBO	Community Based Organization
CDCS	Country Development Cooperation Strategy
CeLRRd	Center for Legal Research and Resource Development
CM	Community Mediator
CMC	Community Mediation Center
CMM	Conflict Management and Mitigation
CNAS	Center for Nepal and Asian Studies
COP	Chief of Party
CPN-M	Communist Party of Nepal-Maoists
CPN-UML	Communist Party of Nepal-United Marxist Leninist
CR	Community Researcher
CSA	Conflict-Sensitive Approaches
CSO	Civil Society Organization
DNH	Do No Harm
EA	Equal Access
EU	European Union
FM	Frequency Modulation
FPTP	First Past the Post
FY	Fiscal Year
GBV	Gender-Based Violence
GESI	Gender Equity and Social Inclusion
GIS	Geospatial Information System
GON	Government of Nepal
HLPC	High-level Political Committee
IDA	Interdisciplinary Analysts
IECM	Interim Election Council of Ministers
INGO	International Non-Governmental Organization
IP	Implementing Partner
IYD	International Youth Day
LDO	Local Development Officer
LGB	Local Governance Barometer

LNGO	Local Non-Governmental Organization
M&E	Monitoring and Evaluation
MJF-D	<i>Madheshi Janadhikar</i> Forum – Democratic
MOFALD	Ministry of Federal Affairs and Local Development
MS	Microsoft
NC	Nepali Congress
NCRC	Nepal Red Cross Society
NEPAN	Nepali Participatory Action Research Network
NN	<i>Naya Nepal</i>
PBMS	Performance-based Management System
PEA	Political Economic Analysis
PETS	Public Expenditure Tracking Systems
PMP	Performance Management Plan
PSA	Public Service Announcement
RCA	Rapid Conflict Assessment
RFA	Request for Applications
RLG	Radio Listener Group
RTI	Research Triangle Institute
SAC	Strategic Advisory Council
SB	<i>Sajhedari Bikaas</i>
SEDC	Safe and Effective Development in Conflict
SMS	Short Messaging Service
SSMK	<i>Saathi Sanga Manka Kura</i>
STTA	Short Term Technical Assistance
SWC	Social Welfare Council
UCEKP	United Committee for the Elimination of <i>Kamalari</i> Practice
UCPN(M)	Unified Communist Party of Nepal (Maoist)
UN	United Nations
US	United States
USAID	United States Agency for International Development
VDC	Village Development Committee
WCF	Ward Citizen Forum
WEG	Women’s Economic Group
YI	Youth Initiative

# EXECUTIVE SUMMARY

Unsurprisingly, the first year has been an extraordinarily busy one for the *Sajhedari Bikaas* Project. Although the award was signed on November 28, 2012, a subsequent geographic reorientation by USAID from the eastern to the western *Terai* presented some challenges. Nonetheless, by April 2013, Pact established its principal office in Nepalgunj, hired staff, and drafted policies and procedures in accordance with the “Project’s start-up deliverables”.

Despite some inevitable hiccups, by the end of Year 1 the Project was nearly fully-staffed on both the operations and programmatic fronts, overcoming initial difficulties in attracting high quality international and Nepali staff willing to work outside of Kathmandu. Turnover at the Chief of Party and Operations Manager levels resulted in some turmoil, but this was successfully managed by Pact.

In addition, during this reporting period contracts were signed with our major implementing partners and vendors, who were also trained in everything from contractual compliance to financial reporting to monitoring and evaluation.

Much of the start-up success was due to the rapid deployment of Pact staff and consultants in fields as diverse as organizational capacity development, democracy and governance, human resources, finance, and operations, as well as close oversight by the Regional Vice President.

In the programmatic arena, much was accomplished during the year. Strategies were developed for (1) Gender Equity and Social Inclusion (GESI), (2) anti-corruption and (3) Community Contracting and Accessing to guide programming. Organizational Capacity Assessments of partners were initiated, community mediators were trained and mobilized in the field to address issues of inter-personal disputes, and youth groups were formed and trained so that they can participate in improving local governance and community development in Year 2. Pact’s Monitoring and Evaluation unit made great strides in coordinating the rapid assessment of Village Development Committees (VDCs), the development of an SMS conflict-mapping tool, and laying the foundation for a broad and deep baseline survey. Our selection of project districts and VDCs went remarkably well, thanks to the careful cultivation of our government counterparts at the national, district and village levels.

Media has been another area where substantial progress was made. In partnership with Equal Access, Pact broadcasts a wide variety of topical radio programs and public service announcements (PSAs) focused on issues like the elections and citizenship.

In the final quarter of this reporting year, major RFAs were issued for both the local governance and women’s economic group components of *Sajhedari Bikaas*, a critical piece of this Project. Scores of submissions were received and will be carefully reviewed by Pact’s team before grants are awarded early in Year 2.

Related to Pact's women's empowerment portfolio, as well as to our work in conflict mitigation, consultant Dr. Laura McGrew spent three weeks in Nepal during the reporting period to assess ways *Sajhedari Bikaas* might improve services related to Gender-Based Violence (GBV) in our target districts as well as enhance the output of new and existing project partners. Dr. McGrew's preliminary findings were shared with the broader GBV community in Kathmandu, USAID and Pact staff, and her final report will be issued early in the next reporting year.

Coordination with the Ministry of Federal Affairs and Local Development (MoFALD), the Local Governance and Community Development Program (LGCDP) and other local government agencies was another achievement for *Sajhedari Bikaas* which helped lay the foundation for strong partnerships essential for sustaining the outcomes of this Project. At USAID's request, Pact has also taken a lead role in coordinating activities with those organizations that carry out "special presidential initiatives", specifically RTI, Winrock and the World Wildlife Fund. The Project has also been very active in ensuring that there is coordination with USAID's Conflict Management and Mitigation (CMM) implementing partners.

Finally, in recognition of the importance of the *Sajhedari Bikaas* project, Pact hosted visits by the United States Ambassador to Nepal, Mr. Peter Bodde, the UK Ambassador to Nepal, Mr. Andrew Sparkes, and our own senior executives.

# FOURTH QUARTER HIGHLIGHTS

The following activities occurred during the Fourth Quarter of the year. They reflect substantial progress in the Project's implementation. Each activity below is expanded upon in the Annual Report, Section 2.

## *Alternative Dispute Resolution (ADR) Capacity Building*

- 381 mediators from 14 different VDCs were selected and underwent an eight-day Basic Community Mediation Training to familiarize them with the necessary skills and knowledge to provide mediation services. Prior to the selection and mobilization of ward-level community mediators, the project trained 20 district-level trainers and project staff in mediation skills.

## *Violence Against Women Assessment*

- Dr. Laura McGrew conducted a one-time Gender-Based Violence/Alternate Disputes Resolution (GBV/ADR) assessment in several *Sajhedari Bikaas* districts, and initial findings showed that numerous parties are already engaged in attempting to address this issue. Dr. McGrew's findings concluded that many cases that are essentially criminal in nature are being mediated by non/semi-skilled mediators.

## *Youth Engagement*

- Youth Initiative (YI) began the youth empowerment component of the Project. A three-day capacity building event was organized to train the YI Executive Members and Project staff on *Sajhedari's* approaches and framework, which had 25 participants.
- YI also started "Youth Mapping" throughout the target regions. The Project engaged 58 youth volunteers to carry out a rapid assessment of all 58 of the *Sajhedari Bikaas* Phase I VDCs. At each VDC, an average of 15 respondents was selected to represent local youth clubs, youth leaders, VDC offices, political parties and local media.
- YI organized six district-level consultations which brought together 145 senior local government officials, youth leaders, CSOs, and media representatives. In addition, 58 VDC-level consultations were organized, with more than 1,589 attendees.

## *Production of Central Level Radio Programs Naya Nepal (NN) and SSMK*

- Equal Access (EA) has two radio platforms: (1) 'Naya Nepal' (NN) and (2) the youth program 'Saathi Sanga Manka Kura' (SSMK), into which the Project-sponsored radio programs are integrated. Three NN episodes and one SSMK episode were produced and broadcast in the reporting period. An important aspect of the central level programming was to nationalize the local issues.
- The episodes of NN and SSMK were broadcast on Radio Nepal and 16 FM stations in the six Project districts. These 16 FM stations were chosen as the Project's broadcast partners.

## *Contents Advisory Groups*

- EA held the first “Content Advisory Group” (CAG) meeting at the *Yalamaya Kendra*, Patandhoka in Lalitpur. This CAG meeting facilitated the development of a content plan for the Project’s radio episodes, and 11 sector experts and stakeholders attended this meeting.

#### ***PSA Production and Broadcasts***

- The Election Commission of Nepal announced the reopening of voter registration for seven additional days from August 17 to 23, and the *Sajhedari* team identified the urgent need to rapidly produce a PSA containing relevant information to marginalized communities about the registration extension, producing a PSA in four local languages: Nepali, *Tharu*, *Doteli* and *Awadhi*. The PSA was aired by 30 different radio stations and was broadcast up to 15 times per day between August 21 and 23.

#### ***Strategic Advisory Committee (SAC)***

- The first Strategic Advisory Committee (SAC) meeting was held, receiving 10 sector experts, stakeholders and other representatives from *Sajhedari’s* implementing partners. During this meeting, the SAC discussed content development and production strategies.

#### ***Community Reporters***

- Community Reporters (CRs) are an essential part of *Sajhedari’s* media implementation strategy, and 15 CRs were selected during July-August. The Project organized a five-day training event that focused on (a) how to interview community members, (b) how to collect *vox-pops* (an interview with members of the general public) and voices of the community, and (c) how to operate “Zoom Voice”.

#### ***Radio Listener Group (RLG)***

- The Radio Listener Group (RLG) is an essential part of the Project’s media component, and 51 groups were formed throughout the Project’s six districts.

#### ***Media’s Monitoring & Evaluation (M&E) Field Based Researchers***

- 17 Community Action Researchers (CARs) were recruited, and *Sajhedari Bikaas* organized a five-day training event for them.



# I.0 POLITICAL & DEVELOPMENT ENVIRONMENT

## I.1 NATIONAL TRENDS

While the signing of the Comprehensive Peace Agreement (CPA) between the Government of Nepal and the CPN-Maoists in November 2006, and the subsequent Constituent Assembly (CA) elections in April 2008, raised hopes for a new constitution, the CA was dissolved in May 2012 after failing to draft the document. Political deadlock followed until the political parties formed an interim council led by the Chief Justice, K. R. Regmi in March 2013. After numerous rounds of political negotiations, the Interim Electoral Council of Ministers (IECM) and High-level Political Committee (HLPC) began preparing for the second Constituent Assembly (CA-II) elections, now anticipated for November 19, 2013.

Since the confirmation of the date for the CA-II elections, there have been active discussions within and between the political parties about whether to accept or oppose the elections. While the four major political parties – the Unified Communist Party of Nepal (Maoist) [UCPN(M)], Nepali Congress (NC), Communist Party of Nepal-United Marxist Leninist (CPN-UML) and the *Madheshi Janadhikar* Forum-Democratic (MJF-D) – accepted the announcement, other national level and regional level parties are opposed.

In preparation for the elections, political parties in the *Sajhedari* implementation districts (Dang, Banke, Bardiya, Surkhet, Kailali and Kanchanpur) intensified their activities in the district headquarters. There also were several strikes and agitations, such as those organized by an alliance of 33 parties opposing the elections in the Mid-West and Far West regions on September 13 and 16.

The 33 party alliance (predominantly led by the CPN-Maoist party) continued its anti-poll campaign throughout September and conducted a series of nation-wide protests against the election process, including strikes, torch rallies and other mass meetings. The CPN-Maoists also reportedly led the alliance in door-to-door campaigns in an attempt to dissuade people from participating in the CA elections, particularly in the Mid-West and Far-West regions. During August and September, the CPN-Maoists conducted group orientations, formed “youth squads” or “task forces” and burned copies of the “elections code of conduct” in the Mid-West and Far-West regions. These and other such events affected field mobilization of both Project and partners’ staff, and delayed some of the planned activities.

## **I.2 OPERATIONAL SPACE IN THE MID-WEST & FAR WEST REGIONS**

### **I.2.1 IMPACT OF UPCOMING ELECTIONS**

Since the announcement in June 2013 of the scheduling of Constituent Assembly Elections on November 19, the major political parties have intensified their election-related activities at the parties' district offices and district level politicians have focused on securing their candidacies from their respective party's headquarters. Meanwhile, there is limited enthusiasm for elections among the public as well as a general concern that tensions between candidates in the run-up to the elections might escalate, especially given statements by some representatives of the opposition that they will "*obstruct elections by any means, peaceful or forceful.*"

### **I.2.2 Land Seizures as a Source of Tension**

Cases of land seizures (both new and those initiated during the conflict) remain an outstanding source of tension in some districts in the Mid-West and Far West regions. On April 3, 2013, groups from the CPN-Maoist party reportedly confiscated over 30 hectares of land in Bardiya district. There also were two incidents reported in Kailali district of CPN-Maoist groups planting their party's flag on land seized during the conflict, attempting to reaffirm that this land was still under their control while warning the owner not to cultivate or sell the property. On June 14, the All Nepal Peasants Association (ANPA) seized 20 hectares of land in Phattepur VDC in Banke district. The land was registered under the names of four local people, reportedly all affiliated with the Unified Communist Party of Nepal-Maoist (UCPN-M). The ANPA accused the UCPN-M of having registered the land under the name of its cadres while the ANPA claimed that the land belongs to the government.

While much conflict-era land has been returned to landowners (though often under conditions), there remains a significant number of outstanding cases. Seized land is not only a political symbol, but also represents a powerful option for revenue generation. Interlocutors in Dang district reported that over the past several years, local Maoist leaders in their district are believed to be asking landowners to pay 25 percent of the current land value in order to have the land returned. This practice may become even more salient as political parties begin fund raising for new elections.

### **I.2.3 Monsoon-related Flooding**

The early monsoon period during the third week of June triggered flooding in many parts of Nepal, with the Mid-West and Far-Western districts being the most affected. The intense rainfall beginning on June 15 caused massive flooding and landslides in the *Sajhedari Bikaas* Project districts and water levels in many rivers, mainly Mahakali, Karnali, East Rapti, Seti, and Babai, rose dramatically. The floods from the Mahakali and Karnali rivers affected many areas in Kanchanpur, Kailali, Bardiya districts.

The Nepal Red Cross Society (NCRCS) reported that two people were missing and that 4,820 families were directly affected by the flooding. Of those affected, 1,880 families

were displaced from their original locations in Bardiya, Kailali, and Kanchanpur districts. The report documents that 354 houses were partially destroyed, whereas 144 houses were completely destroyed, and these districts also experienced the most amount of loss during this monsoon in the region.

#### **1.2.4 Protest across Mid-West and Far-West to end Kamalari system**

Various *Tharu* groups organized protest programs following the death in March 2013 of Srijana Chaudhary, a twelve year old girl from Dang working as a *Kamalari*<sup>1</sup>, or bonded laborer, in Kathmandu. Despite the Government of Nepal declaring the *Kamalari* practice to be illegal in July 2000, some activists estimate that there are over ten thousand<sup>2</sup> *Kamalaris* working across Nepal. In response to Srijana's murder, the Joint Struggle Committee imposed a *bandh* in five *Terai* districts (Kailali, Kanchanpur, Bardiya, Banke and Dang) from April 16 to 17, claiming that the authorities had failed to take necessary action against the murderer. Other agitating groups warned of sterner protests if their demands were not met, including further *Terai bandhas*.

To pressure the Government to accelerate their investigation into the death of the girl, the United Committee for the Elimination of *Kamalari* Practice (UCEKP) enforced a *bandh* in the *Terai* districts of the Mid and Far-Western Regions from June 4-7. The *bandh* was finally called-off after demonstrators and the Government reached a 10-point agreement on June 7. However, being frustrated with the slow implementation of this agreement, the UCEKP on June 23 threatened to resume their protest program anew if their demands still were not met.

#### **1.2.5 Obstruction of Citizenship and Voter Registration**

On May 9, 2013, CPN-Maoists allegedly broke two computers and seized election documents at a mobile camp in Gulariya, Kanchanpur. Police subsequently arrested four CPN-Maoist affiliates and the next day, the party imposed a *Chakkajam* (prohibition on vehicular circulation) in Kanchanpur, protesting against voter registration and demanding the release of those arrested.

On May 15, CPN-Maoist groups reportedly demonstrated and threw stones at police personnel at a mobile camp in Maintada VDC, Surkhet. Shortly after, CPN-Maoist groups obstructed another voter registration and citizenship certificate mobile team in the Urahari VDC, Dang and clashed with security forces. Again in Dang, on May 20, the CPN-Maoist groups reportedly clashed with more security personnel while attempting to disrupt the citizenship certificate distribution and voter registration processes in

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<sup>1</sup> “A *Kamalari* is a female from the Tharu community working as domestic helper in the house of landowner or house owner with the verbal or written commitment of her guardians or mediators for one year, receiving meager wages in terms of cash, crops or continuing education” (*Guideline on Education for freed Kamalaris*, Ministry of Education, 2012). According to different *Kamalari* advocacy and welfare organizations, *Kamalaris* are usually not provided proper food, clothing and accommodation and usually are not allowed to go home and meet their parents (and frequently are not allowed to go school) as they are confined to the premises of the house in which they work. Many *Kamalaris* are victims of verbal, physical and sexual abuse.

<sup>2</sup>Ref: <http://planyouth.ca/projects/kamalari-abolition-project-kap-nepal>.

Tarigaun VDC. Overall, the majority of obstructions in the Mid-Western districts were limited and localized events. Though CPN-Maoists attempted to disrupt citizenship and voter registration services, these activities were successfully carried out in Banke, Bardiya and Dang districts.

### **1.2.6 Obstruction for Landlessness Activism in the Far West Region**

Landlessness occasionally arises as a cause of tension and conflict in the Far Western districts. In May 2013, there were a number of sit-in programs and various other protest actions organized by squatters' associations and landless people in Kanchanpur and Kailali districts. Tensions and clashes occurred between landless people and local authorities, and between landless people and local communities with forest user groups because the landless community often live in camps on government or community forest land. New protests are expected for the remainder of the calendar year in response to the dissolution of the Squatters Problem Solution Commission.

### **1.2.7 Confrontation Between Police and Buddhists in Surkhet District**

On May 25, police clashed with a Buddhist group when they attempted to install a statue of Lord Buddha in Kankrebihar (an archeological conservation area) in Surkhet district. Earlier, nine organizations, including the Hindu groups *Brahmin Samaj*, *Chhetri Samaj Nepal*, *Dashanami Samaj* and *Satnami Samaj*, submitted a memorandum to the local administration against establishing this statue in the Kankrebihar area. During this confrontation, 17 Buddhists and six police personnel were injured. The Chairperson of the Buddha *Gumba* Construction and Protection Committee (BGPC) in Surkhet condemned the use of the police force, claiming that the police approached the Buddhists while they were praying. Following this incident, NEFIN carried out a *bandh* in Surkhet from May 26 to 27. In response to this *bandh*, the local administration met with the BGPC on May 27 and agreed to release those arrested, to return the statue and to proceed with the request for approval by higher authorities to erect their statue in the Kankrebihar area.

## 2.0 ACCOMPLISHMENTS

### 2.1 FINALIZATION OF PMP & PERFORMANCE INDICATORS

During this reporting period, the Performance-based Management System (PBMS) unit finalized the PMP, inclusive of the results framework, logical model, and performance indicators for each objective. This was prepared in close consultation with USAID and the Project's implementing partners (IPs): Equal Access, Youth Initiative, Saferworld, and CeLRRd. Acting upon feedback received from USAID in May, the team revised the PMP to reflect the Project's linkages to USAID's Country Development Cooperation Strategy (CDCS), 2013-2017. The final version of the PMP was submitted to USAID in May 2013.

### 2.2 SELECTION PROCESS OF SAJHEDARI BIKAAS DISTRICTS & VDCS

In the Project's initial phase, the team began selecting districts in close consultation with USAID, excluding those with adverse geographic constraints and/or very low population densities within the high hill and mountain districts. A total of 14 districts remained after this initial selection. The *Sajhedari* team then proceeded to collect data from the line ministries and district stakeholders, and compiled district-specific findings under 11 major categories and across 33 indicators. Based on the results from these findings, a workshop was held in consultation with MOFALD and USAID, and eight districts were collectively

selected as potential district partners for *Sajhedari* in January 2013. Stemming from these consultations, agreement was reached that three independent rapid assessments would be carried out in the remaining eight districts to assess performance in governance, conflict status and infrastructure.



Project staff discussing VDC selection criteria with officials

In February 2013, *Sajhedari Bikaas* directed three simultaneous rapid assessments within the remaining eight districts across the Mid-West and Far West regions: Dang, Banke, Bardiya, Salyan, Rolpa, and Surkhet

(Mid-West), and Kailali and Kanchanpur (Far West). These assessments were conducted by three different NGOs, each with a different focus and expertise: the Center for Nepal and Asian Studies (CNAS) assessed performance on governance; the Nepali Participatory Action Research Network (NEPAN) assessed the situation of community development infrastructure; and Saferworld conducted assessments on conflict status and perception. Data was collected from every VDC and municipality (a total of 325 VDCs and the eight municipalities) to inform an evidence-based decision-making process in the selection of the final six districts and 50 percent of VDCs. Based on the VDC and district-level data, 17 key indicators were selected to assess districts and 18 key indicators were selected to assess

the VDCs in terms of their performance in governance and human development, and conflict status (for districts). The indicators were then ranked from 1 to 17 (for districts) and 1 to 18 (for VDCs), with 1 being the most significant and 17 (18 for VDCs) being the least significant based on the perceived importance of these indicators for *Sajhedari Bikaas*. Once the indicators and their relative importance to *Sajhedari Bikaas* were determined, the composite indexes for Human Development, Governance and Conflict status were calculated and the six districts were selected based on the performance in the indicators.

**Table 1: *Sajhedari Bikaas* VDC Breakdown-Phase 1 & Phase 2**

District	Total # of VDCs	Total <i>Sajhedari</i> VDCs	Phase 1-VDC Performance <sup>3</sup>				Phase 2-VDC Performance				
			High	Average	Low	Total Phase 1 VDCs	High	Average	Low	Not Analyzed VDC during RA <sup>4</sup>	Total Phase 2 VDCs
Kanchanpur	19	10	2	1	2	5	1	1	3	0	5
Kailali	42	21	2	4	5	11	5	1	4	0	10
Dang	39	20	2	3	5	10	2	2	6	0	10
Bardiya	31	16	3	3	2	8	1	2	5	0	8
Banke	46	23	4	4	4	12	0	3	8	0	11
Surkhet	50	25	3	5	4	12	1	2	9	1	13
<b>Total</b>	<b>227</b>	<b>115</b>	<b>16</b>	<b>20</b>	<b>22</b>	<b>58</b>	<b>10</b>	<b>11</b>	<b>35</b>	<b>1</b>	<b>57</b>

Within each district, the VDCs were also categorized into three categories based on their performance: high performing, average performing and low performing. The findings were then shared with District Development Committees, and 115 VDCs were endorsed for program implementation.

Once these VDCs were endorsed by the Local Development Officers (LDOs), the VDCs were further disaggregated for Phase 1 and Phase 2. The project is implementing activities in 25 percent of VDCs (58 VDCs) in six districts in the first phase (the first 2.5 years of the project) and will replicate these activities in another 25 percent of VDCs (57 VDCs) in six districts in the second phase of the project (last 2.5 years of the project).

<sup>3</sup> Rapid Assessments disaggregated the VDCs into three categories (High Performing, Average Performing, and Low Performing) based on their performance in 18 indicators related to governance and human development.

<sup>4</sup> In the Rapid Assessments, Matela VDC of Surkhet was not analyzed due to unavailability of consistent data. However, based on the discussion with the LDO and recent Disadvantaged Group Mapping, Matela was also included in the Phase 2.

## 2.3 BASELINE SURVEY

To implement the Baseline Survey, the Project received a contract modification in the first week of June, and immediately after *Sajhedari* began work on the survey. *Sajhedari Bikaas* submitted the draft Baseline Survey protocol, methodology, and draft study tools within 10 days of the contract modification. Originally, the Baseline protocol envisioned conducting the survey in Project VDCs only; however, due to a high concentration of these VDCs falling under a “low performing” category, these VDCs were not directly comparable. Therefore, the protocol was revised in August to include 66 additional “control” VDCs, of which 16 VDCs belong to the Salyan and Rolpa districts (both of which are outside of the Project’s established six target districts).

With the mix of quantitative and qualitative sources of information, consistent with the PMP, the survey provides adequate data to measure impact, as defined in ADS 203.1.1 (a), should the Project and/or USAID decide to undertake such an evaluation at or near the conclusion of *Sajhedari Bikaas*. As part of the overall impact evaluation framework, the Baseline Survey will utilize the phased implementation strategy of the Project, providing a unique opportunity to use controlled trial study methodology at the population level to demonstrate the overall impact of the Project.

During this reporting period, Interdisciplinary Analysts (IDA), a national social science research institute, was selected to conduct the Baseline Survey. In September, field staff visited all 181 VDCs, including 115 Project VDCs, and collected secondary data relevant to Project indicators. The Project developed a MS Access database to record this information and a secondary database will be completed by the end of October, 2013.

*Sajhedari Bikaas* will pioneer the usage of a mobile technology platform, with GIS capability, to conduct household surveys.

In addition to a secondary data collection, the important aspect of the Baseline will be to conduct household surveys. In total, the survey will be administered to 7,560 respondents (2,520 men, 2,520 women, and 2,520 youth), 1,080 WCF members, and 181 CAC members from a total of 355 wards in 181 VDCs. The field work will begin by late November and is expected to last for one month ending in late December 2013.

The project has contracted with the firm Mobenzi to set- up the survey tools in a mobile platform. Testing the mobile application will be conducted in selected VDCs during the last week of October 2013, and field staff will be trained in the usage of mobile phones during the second week of November.

**Table 2: *Sajhedari Bikaas* Baseline Survey Design**

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Project Years*									
1		2		3		4		5	
Baseline Survey				Midterm Survey					Endline Survey
Phase 1 VDCs	Program Activities	Intervention							
Phase 2 VDCs	Program Activities	Control			Intervention				
Control VDCs		Control			Control				
*Each block represents a 6 month period.									

The field-level data that is collected will be immediately sent to a central cloud-based database (managed by *Sajhedari's* PBMS unit), allowing for results to be reviewed for quality control and analyzed in real time to identify commonalities and respond immediately. After the Baseline is completed, *Sajhedari Bikaas* will roll out this technology for ongoing programmatic monitoring.

## 2.4 OBJECTIVE A: ESTABLISH AND IMPROVE THE ENABLING ENVIRONMENT FOR COMMUNITY DEVELOPMENT

### 2.4.1 GIS/SMS REPORTING FOR CONFLICT ASSESSMENTS

In close coordination with its IPs, *Sajhedari Bikaas* combined two technologies for its data-collection approach: short messaging service (SMS) and geospatial information system (GIS). This allows for longitudinal mapping of local disputes/violence, the methods in which the violence occurred, its status and its duration. The Project will utilize this information to: (1) track trends of violence that can have a potential impact over the life of the Project, (2) direct more in-depth quarterly and annual conflict assessments based on the results of the SMS reports, and (3) establish a linkage with the ADR/CM methodology.

Based on programmatic requirements set by *Sajhedari Bikaas* with its implementing partners, InSTEDD is in the process of creating the SMS system mechanism. This tool will provide frontline and real-time data for decision making. Annex 1 (*Demo Version of SMS Violence Reporting System in Resource Map*) displays a screen-shot of what this online tool looks like, and illustrates its user-friendly orientation. In the initial phase, this system will be tested internally by *Sajhedari Bikaas* before rolling it out to the IPs, thereby providing local Community Mediators (CMs) with additional data for their mediation work.

The SMS Violence Reporting System is being built by *Sajhedari Bikaas* based on results from multiple rounds of discussions held amongst internal *Sajhedari Bikaas* team members, InSTEDD, Equal Access, Saferworld, and CeLRRd. The proposed system was then tested with two randomly-selected CMs from CeLRRd and two randomly-selected Community Researchers (CRs) from Equal Access. During this reporting period, *Sajhedari Bikaas* finalized the technical requirements for this system, established the mobile gateway, has developed a user manual, and initiated testing a demo version. It is anticipated that this system will be completed by mid-November, and InSTEDD will visit Nepal by late November to set up the servers in the Project's main office in Nepalgunj, and will subsequently conduct training on the system's usage. This of course depends on final decisions regarding what server type will be used.

During the first phase of the Project's implementation, there will be around 2,000 SMS reporters, mostly registered CMs of CeLRRd and CRs of Equal Access. During this phase, *Sajhedari Bikaas* will pilot this system and will limit the administrative function to include only internal staff that will (a) assess the accuracy and reliability of the SMS reports, (b) analyze the requirements of conducting "data audits," and (c) determine if the administrative function should be handed over to the IPs. It is anticipated that the system will be fully operational by December 2013.

#### **2.4.2 Quarterly Conflict Assessments**

In-depth consultations took place between Pact and Saferworld regarding the thematic focus and methodology for the series of conflict assessments to ensure that they are thematically relevant to inform the Project, and that capacity building efforts to carry out conflict assessments are independently targeted towards the most appropriate category of stakeholders.

##### *Thematic focus*

Two options regarding the thematic focus were considered: (1) focus each assessment on an issue relevant for the Project (which could be informed by the SMS component), with potential topics being youth radicalization, youth frustration, migration and conflict, etc.; or (2) observe trends over time. Agreement was reached on the latter option, and conflict assessments will follow-up on the tensions and conflict issues identified in the RCA, observing trends over time. This will include an outline of existing and potential tensions and conflicts, their proximate and structural causes, the actors involved, responses, security concerns, and special constituencies (namely youth). This information will then enable *Sajhedari Bikaas* partners to react to the issues identified.

##### *Methodology*

Rather than building the capacity of implementing partners (IPs) and Project staff to carry out conflict assessments as previously expected, *Sajhedari Bikaas* decided to focus its

capacity building efforts on Local NGO (LNGO) partners as they are directly affected by conflict. These LNGOs were currently being selected during the reporting period through an in-depth RFA process. To allow for maximum flexibility in this decision without delaying the first series of conflict assessments, Pact and Saferworld agreed to have one methodology for the first two assessments (or until the LNGOs are on board and prepared to contribute to the conflict assessments), and then to adjust the methodology to the LNGOs' capacity building needs and requirements. Because partners were not yet able to provide Village Development Committee-specific, or Municipality-specific, information, field research for the first two assessments in the six districts will take place during the second year of the Project. This work is complemented by interviews held at the regional-level (that is, within the two development regions Mid-West and Far West). However, as much as possible, Saferworld is attempting to gather VDC and Municipality-specific information; once local partners are involved, the VDC/Municipality foci will increase.

Upon approval of the methodology and receipt of guiding questions, field research commenced in September 2013. This research was conducted by a team of Saferworld researchers and project officers, with support from local researchers, some of whom had already contributed to the RCA. Currently, the data gathered from this activity is being analyzed. Thus far, initial findings from Banke, Dang and Surkhet included:

- As anticipated, amongst political debates and discussions, the upcoming CA election was mentioned as the top political issue. While respondents did not mention clashes between political parties or any sort of acute tensions, many believed that the upcoming elections could potentially lead to confrontation and trigger some level of violence. Many pointed to the CPN-M (Baidhya faction) as a major hurdle to the upcoming elections. As this particular group was openly opposing the elections, many thought the participation of this Baidhya group, along with the 33 other parties boycotting elections, would serve as the main determinant of whether elections will be peaceful or violent. However, there are some who believed that since the major parties, along with the international community, are strongly backing the elections, the detractors will not be successful. The government authorities appear confident in their ability to conduct elections in a fair and free manner.
- During the reporting period, conflict was not viewed as inter-party but rather intra-party in nature. According to respondents, contentions emerged over who the party was going to select as their candidates to run in the upcoming elections. According to respondents, there were many aspiring candidates vying for the candidacy. There were also new actors unaffiliated to parties trying to obtain candidacy, in particular individuals with fame and wealth who are using their social status to influence senior party leadership. This was leading to dissatisfaction amongst party groups who felt they were more entitled to be candidates than the newcomers are.
- There were no visible signs to identity tensions in the districts visited. Although identity issues diminished following the dissolution of the Constituent Assembly, some respondents believed that the upcoming election could potentially reignite these tensions. Some respondents mentioned that it was party positions and inflammatory rhetoric spewed by certain party leaders was the primary causes of identity-based tensions. The *Kakray Bihar (Buddha statue)* issue in Surkhet was

referred to as one outstanding example of identity-based conflict. However, many believed that this instance had been over emphasized as an example of tensions to come, and suggest that it was not a sign of upcoming trends, but rather a matter of an illegal position of a certain groups that wanted to erect a statue of Buddha in a prohibited area. This particular issue has received national attention.

- Domestic violence continued to be a key security issue in all three districts (Banke, Dang and Surkhet). However, it was difficult to ascertain whether the number of domestic violence cases had increased as a result of actual violence or as a result of an increase in reporting of incidences of violence due to increased awareness.
- Drug abuse amongst youth was mentioned as a growing challenge in the three districts.
- Unemployment was high in all three districts, and unemployed youth in particular were either engaged in crime or seeking opportunities to go abroad. Some respondents highlighted that the unemployed youth were being mobilized by political parties to further their political interests.
- Reportedly, corruption was rampant, and people are seeking newer and more innovative methods to take bribes. The use of middlemen/brokers/intermediaries was high. According to respondents, bribes were channeled through these middlemen to avoid being caught. In the absence of elected local bodies, embezzlement of public funds was pervasive.
- In Banke district, most respondents mentioned that the security situation of the district was contingent upon the attitude and actions of the Police Chief of the district. They would constantly refer back to the former Chief of the Police in the district - Superintendent of Police (SP), Bikram Singh Thapa. Respondents asserted that this one particular officer single-handedly changed the security landscape of the district by adopting a zero tolerance on criminal activity, and believed that it was not the institution but this individual that actually had more impact on the security situation in the district.
- Suicide cases were on the rise (particularly in Surkhet). According to the official data provided by the Superintendent of the Police in Surkhet, 20 reported suicide cases occurred in the span of 15 days.
- Migration of youth to gulf countries (i.e. Qatar) and Malaysia continued unabated. Due to the lack of employment opportunities in Nepal, a large number of youth were leaving for foreign destinations daily.

### *Conflict Sensitivity Training*

To build the capacity of the *Sajhedari* and IP staff, from May 19 to 22, Saferworld facilitated training sessions on the topics of Conflict Sensitive Approaches (CSA), Do-No-Harm (DNH) and Safe and Effective Development in Conflict (SEDC). These sessions had 18 representatives from Pact, Equal Access, CeLRRd, Youth Initiative and USAID's *Hariyo Ban* Project. Participants were particularly interested on learning the analysis of context using "conflict trees" and actors' relationships. The majority of the feedback received from the participants was positive, improving participants' understanding of the importance of

conflict sensitivity in project implementation, a tool to their regular work. They also expressed the practicality of holding this training at the beginning of the Project.

### 2.4.3 Alternative Dispute Resolution (ADR) Activities

#### *Community Mediator Network*

*Sajhedari's* Alternative Dispute Resolution (ADR) partner, the Center for Legal Research and Resource Development (CeLRRd), began implementing activities critical to rolling out Community Mediator (CM) and ADR approaches in response to local-level conflict issues. Their activities during this reporting period focused on developing the necessary training packages for mediators and Community Mediation Centers (CMCs) on ADR, and on providing training to these community mediators. Their activities also focused on the formation of new Community Mediation Centers (CMCs) throughout the Project districts. No community mediator network was formed during this reporting period.



Community mediators during a training session in Banke

#### *Community Mediation Centers*

The Project enabled strong coordination amongst the district stakeholders, helping to implement the designed activities in the related districts through various consultation meetings. Of particular importance, 189 stakeholders were informed about the concept and notions of community mediation, along with its need and importance through district consultation meetings in the six target districts. In addition, 858 VDC-level stakeholders were informed about the importance of mediation in their VDCs through VDC-level consultation meetings, which helped the Project's districts coordinate with different VDC-level stakeholders. Thus far, eight Community Mediation Centers were established and nine cases of disputes were registered during this reporting period.

#### **From Victim to Community Mediator**



At the age of 10, Sita lost both her parents and was left with no alternative except to work as a Kamalari, a type of indentured servant. Although the Government of Nepal declared the practice illegal in July 2000, some rights organizations claim that there are still tens of thousands of Kamalaris across the country.

Like other Kamalari girls in the Mid-West region of Nepal, Sita began her day before sunrise, did the household work for her host family, followed by farming, and finally slept around midnight. She lived on handouts, and slept in a small hut near the cattle barn. Although promised educational support in return of her service, she was not allowed to go to school for days at a time. However, despite these challenges, she continued her education up to 8<sup>th</sup> grade.

After marriage, she renegotiated her terms with the landlord, who ultimately allowed her some free time to better her status. She joined local child-focused clubs and started volunteering her free time educating Kamalari girls and their parents. There were times when she was invited to negotiate employment terms between them and their landlords, and sometimes even to mediate if the terms were not fulfilled. Eventually she began to emerge as a leader among the area's Kamalari communities.

One day out of curiosity, she attended a public discussion about a community mediation service under the *Sajhedari Bikaas* Project. Although she had some mediation experience, she lacked any professional know-how. Fortunately, the community nominated her and 27 mediators for a rigorous training under *Sajhedari*. Her indigenous knowledge and prior experience in dealing with the cases of the most excluded proved to be inspirational for others. She is now the lead mediator and serves as resource person for other community mediators.

#### *Alternative Dispute Resolution (ADR) Capacity Building*

During this reporting period, 381 mediators from 14 different VDCs were selected during open community consultation meetings in the project districts. The selected mediators underwent an eight-day Basic Community Mediation Training to familiarize them with the necessary skills and knowledge to provide mediation services. Prior to the selection and



Graduates of ADR training in Banke

mobilization of ward-level community mediators, the project trained 20 district-level trainers and project staff in mediation skills.

#### 2.4.4 Violence Against Women Assessment

In August, *Sajhedari Bikaas* hired an STTA consultant, Dr. Laura McGrew, to carry out a one-time Gender-Based Violence/Alternate Disputes Resolution (GBV/ADR) assessment in several

*Sajhedari Bikaas* districts. Dr. McGrew led multiple GBV/ADR discussions throughout the six districts, and initial findings showed that, due to the prevalence of GBV and the multiple ways of its classification, numerous parties are already engaged in attempting to address this issue. Also of importance was that there is no standardization, and little coordination, of services and different models/approaches being practiced. Furthermore, the findings concluded that many cases are essentially criminal in nature but are being mediated by non/semi-skilled mediators. The report from this assessment will be completed by early next year and will contribute to an enhancement of community mediation and other *Sajhedari Bikaas* programming on addressing GBV issues under Objective A.



Debrief on GBV Assessment in Kathmandu

#### 2.4.5 Result 2 – Enduring Solutions to the Problems that Drive Conflict Adopted

##### *Capacity Building & Community Stabilization*

No activities were implemented during the first year of the project.

##### *Establishment and Expansion of New Women’s Economic Groups*

During September, the Project published an open RFA, inviting applicants from prospective and experienced local NGOs to be considered as implementing partners of the WEG component of *Sajhedari Bikaas*. The Project will select three LNGOs to work as local partners to cover all *Sajhedari* districts (one LNGO will cover two districts). To lead the WEG component, the Project hired a full-time WEG Manager at the end of the reporting period and began preparing for technical training scheduled for January 2014 to be led by Pact’s WORTH expert, who is based in Pact’s Myanmar office, Ms. Erica Tubbs. Together with Ms. Tubbs, *Sajhedari Bikaas* will focus on building the capacity of government agencies to work on such areas as profit management and small-scale lending practices to

replicate the WORTH methodology and approaches throughout the target districts of the Project.

### Youth Engagement

Youth Initiative (YI), another main IP of the Project, began the youth empowerment component of the Project during this reporting period. YI set up their regional office in Nepalgunj and a district office in each of the six project districts. A three-day capacity building event was organized to train the YI Executive Members and Project staff on *Sajhedari's* approaches and framework. This event helped improve the participants' knowledge in areas such as youth and local government, planning processes of the local government offices, integration of GESI, youth politics in the region, and effective strategies for improved cooperation with government and non-government actors in the region. This event took place in July 2013 in Nepalgunj, Banke, and 25 participants benefited from this event.



Youth Initiative also started “Youth Mapping” throughout the target regions. The purpose of Youth Mapping is to identify the predominant youth actors and trends, as well as to identify other issues youth throughout the region, and to suggest ways that *Sajhedari* could best target future inputs by acknowledging critical players in the process. The Project engaged 58 youth volunteers to carry out a rapid assessment of all 58 of the *Sajhedari Bikaas* phase I VDCs. Prior to youth mobilization, an orientation was organized at the districts' headquarters, focusing on the methodology, questionnaire and other relevant information for this activity. At every VDC, an average of 15 respondents was selected to represent local youth clubs, youth leaders, VDC offices, political parties and local media. Primary data from Youth Mapping was collected and the Project is currently conducting analysis.

During this reporting period, YI organized six district-level consultations which brought together 145 senior local government officials, youth leaders, CSOs, and media representatives. In addition, 58 VDC-level consultations were also organized, with more than 1,589 attendees. The objectives of these consultations were to introduce the youth empowerment component of the Project to district and VDC stakeholders, and explore areas of mutual cooperation and partnership to effectively implement these project activities. Participants provided valuable



feedback on ways to improve the quality of project activities such as avoiding duplication, linking with local government units, incorporating a holistic perspective, emphasizing sustainability, and focusing on migrants and other poor youth prone to conflict.

Youth Initiative was also engaged in many other events during this reporting period to increase youth participation in local development. On 12 August, YI joined a group of local organizations to celebrate the International Youth Day (IYD) in *Sajhedari* districts. The IYD's 2013 celebrations included several activities, such as the organization of a youth rally, interaction on youth issues (Youth & Migration), a youth fair, a blood donation drive, a documentary show, and sharing success stories of youth mobilization. About 541 people participated in these events. Additionally, YI celebrated International Peace Day on September 21, celebrated in partnership with various other peace and human rights organizations in the *Sajhedari* districts. The celebration consisted of a peace rally in the morning and a candle-lighting ceremony in the evening at the major public areas in the districts. About 267 representatives, including Local Peace Committee members, district officials and local leaders participated.

#### Truth from youth



The great 19<sup>th</sup> century Irish author Oscar Wilde once sarcastically remarked that "youth is wasted on the young". Had he visited the village of *Khaskusma* in Bake district, he might have reconsidered his opinion. There, during a Pact visit organized by our partner Youth Initiative, there was ample proof that that many young Nepalese understand full well the current dynamics of their country and the critical role they must play in its advancement.

Discussing reports of corruption associated with the construction of a new health center, one young woman, Kabita, only 16 years old and from the marginalized Dalit community, put it succinctly: "all we are asking is that our leaders use some of our money for development." Another participant, a 21 year-old man who had recently returned to his home town after two years as a migrant worker in Saudi Arabia, noted that all he really wanted was a hand in establishing himself as a carpenter or "even as a wood cutter". Yet even that modest assistance was unavailable. Nonetheless, the frankness and clear sightedness of the youth of *Khaskusma* gives reason for hope.

#### *Production of Central Level Radio Programs Naya Nepal (NN) and SSMK*

During this reporting period, *Sajhedari's* media partner, Equal Access, implemented two radio platforms: (1) 'Naya Nepal' (NN) and (2) the ever-popular youth program 'Saathi Sanga Manka Kura' (SSMK), into which the Project-sponsored radio programs will be integrated. Producing radio episodes that explore themes related to governance and local development, and linking them to direct opportunities for engagement, is a vital tool for reaching the Project's targeted beneficiaries. This reporting period saw three NN episodes and one SSMK episode produced and broadcast. An important aspect of the central level programming was to nationalize the local issues.

In an effort to incorporate the voice of hard-to-reach and marginalized communities, EA conducted and produced two "outdoor community productions" in Dang and Surkhet districts during the month of September. In an outdoor community setting, EA's production and field team visited communities with the purpose of gathering different stakeholders together, such as community members, local government officials, and other local public authority leaders, and Radio Listener Groups (RLGs). EA then facilitated discussions related to the role of local communities in local development, and the participation of women in community development, which affect everybody. The communities that EA visited were enthusiastic and eager to participate since these locations are hard to reach and being interviewed by media was a new experience for them.

The broadcasting of central level NN and SSMK episodes began in early September 2013. Every week, an episode was broadcasted via Radio Nepal and 16 FM stations in the six

Project districts. These 16 FM stations were chosen as the Project’s “broadcast” partners, and were selected through an extensive radio assessment based on specific selection criteria that included: appropriate technical facilities and transmission power, financial protocols and a broad listener base.

### Contents Advisory Groups

On August 7, EA held the first “Content Advisory Group” (CAG) meeting at the *Yalamaya Kendra*, Patandhoka in Lalitpur. This CAG meeting facilitated the development of a content plan for the Project’s-radio episodes that will be incorporated into the NN and SSMK radio programs. The overall goal of this meeting was to share and provide context to sector experts and stakeholders about the *Sajhedari Bikaas* media component, and to encourage their input and insights in identifying potential content, as well as highlighting ways to bring local issues to national attention.



CAG meeting in Lalitpur

A total of 11 sector experts and stakeholders attended the CAG meeting. Some of the issues that were raised during the meeting included how to raise the national profile of problems faced by local women, particularly women from the *Badi* community in Kailali; the problems faced by the *Kamalari* community; the landless people of the region; and the important need to highlight the “Right to Information Citizen Charter” and the “Ward Citizen Forum.” Once

the meeting was finalized, EA drafted official notes and incorporated all the issues identified in the content plan for radio programming.

### PSA Production and Broadcasts

With the upcoming Constituent Assembly Elections in Nepal, there is an imminent need to provide information to target beneficiaries. An effective tool to accomplish this purpose was through *Sajhedari’s* creation and usage of public service announcements (PSAs) via radio. In April and May 2013, the GoN organized two-day mobile service camps in selected VDCs for people to be able to obtain citizenship certificates and voter identity cards. In an effort to increase the participation of the predominant Project target groups, *Sajhedari Bikaas* produced multiple PSAs. An effective working relationship with the Ministry of

#### Service at the doorstep



In March 2013, Nepal’s major political parties agreed to hold the elections for a national Constituent Assembly. One of the vital points of this agreement was a registration process that required a citizenship certificate to be enlisted as a valid voter.

The Government of Nepal (GoN), through the Ministry of Home Affairs, conducted Integrated Mobile Service Camps to support elections and voter registration by issuing citizenship certificates in all 75 districts. At the district level, the District Administration Offices (DAOs) identified remote area cluster points where mobile “Service Camps” were stationed for up to five days.

The *Sajhedari Bikaas* Project coordinated its efforts with relevant GON agencies at the central, district and local levels to raise public awareness and knowledge about the importance of services being provided by these Camps. The Project’s major focus was on producing and disseminating public service announcements (PSA) with pre-election and citizenry mobilization themes. The Project broadcasted the radio spots, which were reproduced in Nepali, Abadhi, Tharu and Doteli, through its partner Equal Access’ network of 12 local FM stations in the Mid-West and Far-West regions, and nationally through Radio Nepal, Ujjyalo 90 network, and ACORAB.

*Sajhedari Bikaas* conducted a survey at the end of May that confirmed the effectiveness of this type of media campaign in motivating women and other marginalized and disadvantaged groups to attend the mobile Service Camps.

Home Affairs was established, which in turn, reviewed and approved the content of these radio announcements. As a result, three PSAs were produced in four languages, Nepali, *Doteli*, *Tharu* and *Awahdi*, and were specifically designed to appeal to a local rural audience.



Assessing PSA impact in Banke

Over a period of two weeks, the PSAs were broadcast more than 4,000 times by 12 different radio stations, within the six Project districts, as well as by Radio Nepal, *Ujyalo 90* Network, and the Association of Community Radio Broadcasters Nepal (ACORAB). *Sajhedari* was able to leverage project funds as both *Ujyalo 90* and ACORAB offered to contribute funding for the broadcasting costs, thus significantly contributing to the goals of the project. To measure the effectiveness of the PSAs, *Sajhedari* conducted a rapid impact assessment, which indicated that the

PSA campaign had significant impact: 38 percent of respondents stated they visited the service camps due to the influence of listening to the PSAs.

Similarly, on August 15, the Election Commission of Nepal announced that it would be reopening voter registration for seven additional days from August 17 to 23. Voter registration numbers throughout the Project's target districts were low and the *Sajhedari* team identified the urgent need to rapidly produce a PSA containing relevant information to marginalized communities about the registration extension in these six districts. Therefore, the Project produced the PSA in four local languages: Nepali, *Tharu*, *Doteli* and *Awadhi*. This PSA covered information on the registration extension dates, the different locations where citizens could register to vote, and provided easy to understand reasons as to why registering to vote and participating in the upcoming elections was important. The PSA was aired by 30 different radio stations and was broadcast up to 15 times per day between August 21 and 23.

To measure the effectiveness and outcome of the PSA campaign, a rapid assessment was conducted in Banke and Surkhet districts in August. When asked "*who influenced you most to attend voter registration camps,*" 100% of a small sampling of respondents specifically cited the 'recent radio PSA'. The influence of the radio PSAs as a driver for people to attend the camps was higher than other more traditional motivating factors. Besides the recent radio PSA, peoples were also motivated by political parties (33%), newspaper (31%), Civil Society Organizations (23%), family and friends (23%), television (8%), and other sources (such as mobile phone is 13%). This shows that people have sufficient trust in radio announcements, as well as the influencing power of the radio.

### *Capacity Building of Local FM Stations*

*Sajhedari Bikaas* partnered with 16 local FM stations throughout the six target districts: eight FM stations producing and airing the local radio programs, and eight broadcasting the central level radio programs of NN and SSMK. *Sajhedari Bikaas* is currently working on building the capacity of eight FM stations by offering trainings in local production, democracy and governance topics, and by providing ongoing hands-on mentorship.

On July 28 *Sajhedari* held an “FM Station Partnership Meeting” to kick-off these important initiatives at the Hotel Siddhartha in Nepalgunj. The main focus of the meeting was to provide local FM partners with an overview of *Sajhedari Bikaas*, with the purpose of developing a common understanding of project-related activities and the importance of this relationship. Likewise, the Project organized a five-day residential “Radio Program Production Training” for 24 participants from partner FM stations from August 23-27 in Surkhet. The participants visited nearby communities to practice the mock-up production of three radio episodes and shared experiences for enhancing skills and knowledge. The post-test of the training showed that all of the participants understood the general skills necessary to begin producing radio programs. Table 3 displays a graphical presentation of media training participants categorized by gender conducted during this reporting period.

### Empowering Young Women in Media

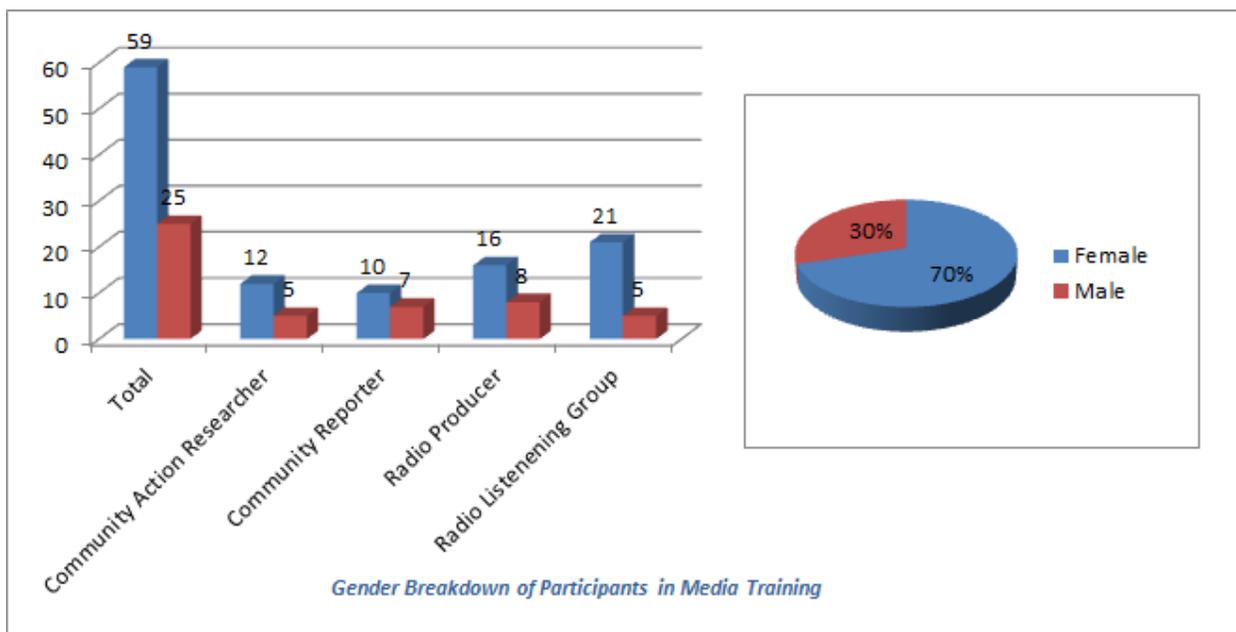


Until the age of 12 Dhanamaya Chaudhary lived as a *Kamaiya*- bonded labor. She had little access to education but remembers listening to the radio. “Since my childhood I always wished that one day I too would speak on the radio.” After being set free, she began studying for a Bachelors degree and today at the young age of 22, Dhanamaya is the Tharu News Reader at the youth-run Radio Naya Yug FM in Lamahi, Dang.

Dhanamaya, along with 23 other radio professionals from eight FM stations, attended “Local Radio Production” training as part of the five-year USAID funded *Sajhedari Bikaas* project. Participants learned the practical and technical skills necessary for producing radio episodes pertaining to issues of local governance and development.

Dhanamaya knows first-hand that access to information and providing a voice for women can change their story. In her words, “When a woman is educated, all of society is educated.”

**Table 3: Media Training Participants by Gender**



### Strategic Advisory Committee (SAC)

*Sajhedari* identified the need to create a “Strategic Advisory Committee (SAC)” in order to decentralize perspectives on content, and to ensure that regional and local voices would be incorporated into the radio content of central level programming. On August 14, the first SAC meeting was held, receiving 10 sector experts, stakeholders and other representatives

from *Sajhedari's* implementing partners. During this meeting, the SAC discussed content development and production strategies.

### *Local Production of Sajhedari Radio Program*

*Sajhedari*, in partnership with eight local FM stations, began producing and broadcasting local radio programs entitled '*Sajhedari*' focused on local communities and governance issues within the targeted six districts. The *Sajhedari* radio program is divided into six parts comprised of voices from the field, information through expert interviews, discussions, stories of successes or failures, feedback from listeners and opportunities emerging at the local level.

To guide the content and episode planning, each FM station was tasked with forming an advisory group to provide input to local production teams and ensure that they contributed to the needs of the local community. During September, each FM station held its first advisory group meeting and developed content plans for the first four to five episodes. To date, each FM station partner has aired two episodes of *Sajhedari*.

### *Community Reporters*

Community Reporters (CRs) are an essential part of *Sajhedari's* media implementation strategy as they collect and conveying the voices of the local community, and 15 CRs were selected during July-August. The Project organized a five-day training event for the newly-



CRs practicing tools for recording in Bardiya

identified CRs from July 22-26 in the Bardiya district. This training focused on teaching the CRs skills required for collecting opinions in the communities. These skills included (a) how to interview community members, (b) how to collect *vox-pops* (an interview with members of the general public) and voices of the community, and (c) how to operate "Zoom Voice" (a portable stereo audio recorder) for capturing community voices during field work. This training also covered sessions on critical listening, receiving feedback, and other governance and local development topics. As part of the practical training, the selected CRs visited local communities around *Thakurdwara* to practice voice collection, and also interviewed the VDC Secretary, local leaders of political parties, and community members on various topics related to local development and governance. The training evaluations showed that all of the participants felt the training was very useful and effective.

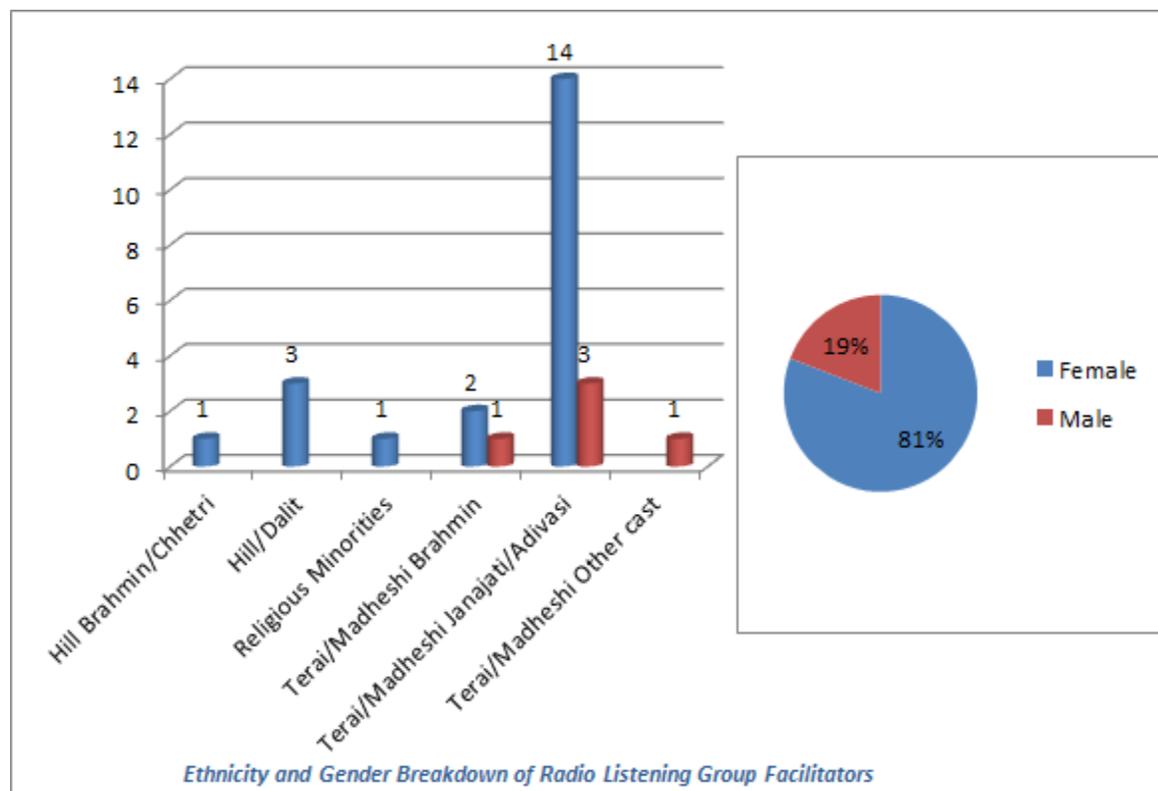
### *Radio Listener Group (RLG)*

The Radio Listener Group (RLG) is an essential part of the Project's media component, as it allows for people from the community to come together regularly and listen to and discuss issues raised on the NN, SSMK, and *Sajhedari* radio programs. RLGs often become active and well known in their communities for carrying out activities and raising awareness about different and interesting issues covered in programming. RLGs also serve as a valuable tool for monitoring and measuring the impact of the program on its target

audience. During September, a total of 51 groups were formed throughout the Project’s six districts.

From September 2 to 6, *Sajhedari Bikaas* organized a five-day training event for the newly-identified RLG facilitators. A total of two participants came from different parts of the six Project districts. The training mainly focused on the leadership skills required to specifically facilitate and lead a RLG, and included topics such as (a) Listening to Understand, (b) Group Dynamics, (c) Leading Episode Discussions, and (d) Collective Actions. Part of the training included a practical session where participants conducted RLG sessions in nearby communities, using as guidance the draft production of NN’s first episode on “Right to Information.” Following the training, the RLGs also began their bi-monthly meetings. Table 4 displays a breakdown of the ethnicity and gender of the RLG training facilitators.

**Table 4: Media Training Participants by Gender and Ethnicity**



***Media’s Monitoring & Evaluation (M&E) Field Based Researchers***

During the month of July, 17 Community Action Researchers (CARs) were recruited. CARs are community-embedded researchers that collect and provide community feedback to improve the radio programs at both the central and district levels. The main role of a CAR is to gather and share information about the lives, experiences, opinions and ideas of people in the target communities, and to facilitate community participation and engagement in monitoring, impact assessment and program development.

*Sajhedari Bikaas* organized a five-day training event for the newly-identified CARs from July 29 to August 2 in Nepalgunj, focusing on M&E tools and techniques. The selected CARs were able to build skills on collecting data from the field, how to write success stories, conducting broadcast monitoring, and on collecting feedback from Listener Groups. The trainings also focused on other important skills including (a) field surveying, such as community and diamond mapping (b) individual interviews, and (c) group facilitation. For the practical part of this training, the participants visited Mahadevpuri, Kachanapur and Udarapur, Banke, to practice community mapping and interviewing skills. The training evaluations showed that all participants felt the training was helpful and effective.

Following the training, the CARs played a key role in establishing the RLGs in each of the VDCs. They also began assisting with the broadcast monitoring for all of the Project-sponsored radio programming. CARs also conducted VDC scoping work to gather demographic information from the Project's VDCs.

## **2.5 OBJECTIVE B : IMPROVE COMMUNITIES' ABILITY TO ACCESS RESOURCES FOR DEVELOPMENT**

Objective B is designed to establish inclusive strategic planning processes, assist communities with the creation of strategy development plans, and improve access to a diverse range of resources for development assistance. The Project will provide, through the partner NGOs, technical assistance, training, and/or material support to strengthen communities' ability to identify diverse resources and equitably leverage local resources to the benefit of different segments of the community. These Implementing Partners will be identified after evaluating applications to *Sajhedari's* posting of two RFAs this reporting period. Selections are anticipated by December 2013.

No activities under this Objective were implemented during this reporting period. However, two RFAs were published this reporting period for selecting local NGOs to implement activities under Objectives B and C.

## **2.6 OBJECTIVE C : IMPROVE COMMUNITIES' ABILITY TO EFFECTIVELY IMPLEMENT INCLUSIVE DEVELOPMENT PROJECTS**

Under Objective C, *Sajhedari Bikaas* will provide technical assistance, resources, and training to institutionalize mechanisms for the transparent administration of funds, advancement of the adoption of inclusive management systems, and establish systems to promote sustainable development results. During the reporting period, the Project initiated the selection process of local implementing partners to promote greater inclusion and participation in the community development project cycle; the selection process will commence after the closing dates of the two RFAs the Project recently posted, final selections are expected by December 2013. Activities under this Objective will focus on inclusive implementation, transparent administration, and sustainability of community development projects.

No activities under this Objective were implemented during this reporting period.

## **2.7 OBJECTIVE D: INCREASE THE ABILITY OF EXISTING AND NEW GOVERNMENT UNITS TO FUNCTION EFFECTIVELY**

The purpose of Objective D of the *Sajhedari Bikaas* Project is to provide technical assistance, material support, and training to improve the ability of local government officials to carry out their mandates and respond to local demands. This involves strengthening the collaboration amongst Civil Society Organizations (CSOs), Community Based Organizations (CBOs), and local government units so as to identify local development priorities, and support community engagement in local government budgeting and planning processes.

To conceptualize the Objective D Strategy, *Sajhedari* has prepared and submitted the Objective D Strategy (Draft) to USAID for review and comment. The two-part intent of this strategy is to serve as a roadmap for near-term programming and as a forward-looking document that will guide future investment in local governance processes and institutions.

The Strategy is sufficiently flexible so as to adjust to evolving political events and the lessons learned during the Project's implementation. It will be responsive to government and development partner interventions, ensuring maximum coordination and collaboration of investments in the target districts. Lessons learned during the implementation process and opportunities for scaling-up will be identified and presented to USAID for consideration as appropriate.

No activities under this Objective were implemented during this reporting period.

## 3.0 CHALLENGES & CONSTRAINTS – INTERNAL

Pact faced a number of internal challenges in the launching of the *Sajhedari Bikaas* Project, many of which are typical to most start-ups. Some, however, are particular to the Nepal context.

First, given that *Sajhedari Bikaas* was one of few USAID contracts held by Pact, administration followed a bit of a learning curve in terms of properly conducting contractual interpretation and providing subsequent guidance. However, of particular recognition was the constant dialogue with the COR, and occasionally the CO, which greatly improved the contractual climate and helped to reduce misunderstandings. In addition, we believe the recent centralizing of contractual management and communication within Pact's Agreement Management division, will go far in improving the Project's overall compliance, ensuring that a strong working relationship with our donor will remain.

Another major challenge has been the recruitment and retention of high quality staff, both national and international. The change in Chief of Party and Operations Manager staff created some disruption, although Pact now believes that it has two expatriates who will stay the course over the next several years. Some new international staff allowances have been agreed upon after close coordination with USAID, which should reduce stress on the expatriates. The mass resignations of our local staff, however, was more troubling; an event that might have been avoided with better leadership by Pact. However, thanks to hard work by Pact's Regional VP and interim COP, significant strides have been made towards improving the internal working environment, a trend which will continue under the incoming COP.

USAID's change in focus area from the eastern to the western *Tera*i also presented challenges to be overcome, resulting in some delays in basing the Project's operations in Nepalgunj.

Pact's duty-free status has also created some hurdles, especially as it pertains to duty-free importation. Negotiations continue with the SWC and we expect to have a signed agreement in the months following the Constitutional Assembly elections.

Perhaps inevitably, the process of selecting local implementing partners took somewhat longer to accomplish, and work to improve their standards regards to reporting, finances, and general compliance is continuing. However, Pact remains confident that their programmatic output will be of good quality.

Given these challenges, Pact's spending pace is significantly below projections. However, recent months have seen an upswing in expenditures and we expect that trend to continue and improve into the first quarter of FY 14, considering that Project recently posted two

RFAs, which will help accelerate spending under *Sajhedari's* Grants Under Contract component.

# 4.0 ANTICIPATED CHALLENGES & CONSTRAINTS – EXTERNAL

## 4.1 PROTESTS & POLITICAL CAMPAIGNS

Since section 1.1 (Operational Space) focused on many of the political challenges that faced the Project during this past year, this section will look towards the immediate future, especially problems which will likely arise from the upcoming CA elections and eventually the local elections.

Protests and election-related activities have had and will continue to have an impact on *Sajhedari's* operational space. Parties will increase their efforts to fundraise for the elections, possibly including from INGOs and NGOs, *bandhas* and protests are to be expected, and political parties might take advantage of Project activities and use them indirectly for campaigning purposes. Political parties that oppose elections could potentially obstruct those activities of the Project's INGOs whom they might label as 'external actors' seen as supporting of the elections. Government officials will continue to be consumed by election preparations and may not be available for meetings with INGOs, and expected post-election transfers of government, both at the senior-level and junior-level, could mean that some relationships will have to be re-established after the elections.

## 4.2 SECURITY & SAFETY CONCERNS

As outlined in this section, the upcoming CA-II election, post-election political negotiations and the constitution writing process will all affect the Project's operational environment. As witnessed during the writing of Nepal's previous constitution, the debate over federalism divided major castes/ethnic groups and political violence erupted, politicizing different parts of Nepal, including the Far-West region. In such a fluid political environment, the Project, partners and its staff expect to be affected in their field movement, implementation of planned activities, and discussions on transparency and accountability of local actors that influence the local development and the government's planning process. Identity-based tensions among communities and groups in the *Sajhedari* working areas may also negatively affect the prospects for development initiatives to be truly inclusive and collective in their approach. Armed outfits are likely to re-emerge during the anticipated period of political uncertainty and extortion can be another huge challenge for *Sajhedari Bikaas* and its IPs, especially the local NGOs and VDC staff.

## 4.3 POST-ELECTION POLITICAL NEGOTIATIONS

The post-election period in Nepal will likely be more active and unpredictable in terms of political discourse and negotiations. If successful and peaceful elections are held, this will

reinvigorate people's optimism in the peace process, including for many of the most critical tasks that were delayed as attention focused on the facilitating the election process. Security sector reform, federalism, government structures and state institutions, and the schedule of rights of federal units are some of the pending and most sensitive issues. Regardless of the results, the political parties will need to prepare for a broader consensus in dealing with these critical issues as well as past grievances. Progress on security, justice, reconstruction and economic development will greatly contribute to popular support for this constitutional process as well as the transition from a unitary system to federalism.

# 5.0 FINANCIAL REPORT

## 5.1 MAJOR CATEGORY EXPENDITURES

Below is a summary of expenditures for this planning period (December 2012 – September 2013).

**Table 5: Annual Financial Report Summary: Invoice Categories.**

Item	Q1 FY 2013	Q2 FY 2013	Q3 FY 2013	Q4 FY 2013	Cumulative	Contract Budget
Personnel		\$113,110.64	\$75,051.39	\$110,044.66	\$298,206.69	\$2,895,526
Fringe Benefits		\$36,554.33	\$21,094.11	\$34,448.09	\$92,096.53	\$987,031
Consultants		\$20,027.58	\$130,538.71	\$78,187.31	\$228,753.60	\$753,656
Travel		\$59,068.63	\$41,855.24	\$32,616.01	\$133,539.88	\$930,010
Allowances		\$20,333.91	(\$2,046.35)	\$17,186.82	\$35,474.38	\$442,436
Equipment & Supplies		\$28,602.18	\$78,518.83	\$31,401.61	\$138,522.62	\$498,624
Contractual		\$23,002.00	\$153,342.05	\$497,275.30	\$673,619.35	\$13,540,000
Other Direct Costs		\$18,863.38	\$26,310.20	\$107,230.60	\$152,404.18	\$1,387,857
Indirect Costs		\$89,888.27	\$118,412.04	\$145,711.92	\$354,012.23	\$2,977,842
Fixed Fee		\$21,325.78	\$33,213.86	\$23,318.16	\$77,857.80	\$656,519
<b>TOTAL</b>		<b>\$430,776.70</b>	<b>\$676,290.08</b>	<b>\$1,077,420.48</b>	<b>\$2,184,487.26</b>	<b>\$25,069,501.00</b>

As of September 30, 2013, 26 employees were hired as *Sajhedari Bikaas* staff. While 24 staff are based in Nepalgunj, two are based in the Kathmandu office to provide an operational presence capital, facilitate visits from field staff and visitors, coordinate with INGOs, NGOs, and provide capacity building and oversight of contractual partners, and meet with national government representatives and USAID representatives. Pact advertised for an additional four positions in the fourth quarter of FY2013 and as a result, new staff will be selected and will be on-boarded by the third week of October.

During this reporting period, consultant highlights included those with specialties in Finance, Grants and Contracts, Governance, Partner Capacity Building, Conflict Mitigation, M&E and Management, providing much-needed expertise to the program. The Women's Empowerment Group (WEG) Consultant was delayed due the Nepali holiday of *Dashain* and lack of staff available during that extended holiday period. The consultant has been rescheduled to arrive on January 27, 2014.

Operationally, *Sajhedari Bikaas* focused on establishing its primary office in Nepalgunj. Under the Equipment and Supplies category, Pact Inc. spent just under \$140,000 to re-establish its presence in Nepal, and set up its infrastructure at the field office level in Nepalgunj.

At the field level, an office compound was identified and prepared, security was established and logistical areas renovated, the building's electric and internet was wired, and major infrastructure purchases made. These included one generator, eighteen air conditioners, an electrical stabilizer, a server, IT and telephone system equipment, office furniture, computers, printers, communications, and two Ford Endeavor vehicles.

*Sajhedari's* contractual obligations more than doubled, increasing from \$153,342 to \$497,275 and helping to accelerate partner activities. *Sajhedari* currently has eight contractual partners and posted two RFAs in September, anticipated to bring in another nine grant partners.

# ANNEXES

## ANNEX I: DEMO VERSION OF SMS VIOLENCE REPORTING SYSTEM IN RESOURCE MAP



Annex 2: PROGRESS AGAINST PMP INDICATORS

Indicators	Disaggregation	Frequency	Year 1 Target (Dec. 31, 2012- Nov.30, 2013)	Progress as of Sept. 30, 2013	Remarks
<b>Goal: Targeted communities are empowered to better direct their own Local development</b>					
Proportion of projects at VDC level that were budgeted in the previous planning cycle, that were in the top 5 priorities list of Ward Citizen Forums (WCFs)	District/VDCs	Baseline, mid-term, endline			Target will be established after baseline survey
Proportion of budgeted VDC projects that were fully implemented/finalized within the previous planning cycle	District/VDCs	Baseline, mid-term, endline			Target will be established after baseline survey
<b>Objective A: Enabling environment for community development established</b>					
<b>IR A1: Early responses that address the causes and consequences of instability are institutionalized</b>					
Proportion of households that have experienced conflict in the past year and used a peaceful means to solve the conflict	district	Baseline, mid-term, endline			Target will be established after baseline survey
Proportion of households that have witnessed the use of violence to solve conflict in their community in the past year	district	Baseline, mid-term, endline			Target will be established after baseline survey
Proportion of all mediation cases opened during the past quarter that were settled within 3 months	ward, district, gender, ethnicity**	Quarterly	50%	77%	

Proportion of project VDCs that provide a budget in the current financial year that covers the operating costs of the CMC (rental, stipend of mediator, other office costs, transport)	district	Baseline, mid-term, endline			Target will be established after baseline survey
<b>F: Number of new groups or initiatives created through USG funding, dedicated to resolving conflict or the drivers of the conflict</b>	VDC, District	Quarterly	58	8	By November 2013 (year 1), additional 30 will be established. The remaining 20 will be established in the first quarter of year 2
<b>F: Number of groups trained in conflict mitigation/resolution skills or consensus building techniques with USG assistance</b>	District/VDC/gender/age/ethnicity	Quarterly	58	14	By November 2013 (year 1), 30 groups will be trained. The remaining 20 will be established in the first quarter of year 2
Number of new cases of individual/group conflict mediations opened during the previous quarter	Ward, district, nature of dispute	Quarterly	720	9	Only 8 CMCs were established in September 2013.
<b>F: Number of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance</b>	none	Quarterly	3	0	Field work of the first conflict assessment done in Sept 2013; SMS violence reporting system to be tested in Nov 2013
<b>IR A2: Enduring solutions to the problems that drive conflict are adopted</b>					
Proportion of supported economic groups that provide more than 5 loans per year to their members	district	Yearly	50%	0	No activity in first year. The LNGOs will be selected only in December 2013

Proportion of DNGOs that have an improved Organizational Performance Index (OPI) score	n/a	Yearly			No activity. The OPI will be conducted once the LNGOs are selected. Planned for year 2
Number of youth who have started a business or found a job through YI activities	District,	Yearly			No activity planned for year 1
Proportion of supported FM radio stations that produce quality radio programs addressing issues about local government, youth, women, disadvantaged groups	district	Yearly	50%		Critical Listening session to measure the quality of radio program will be done after the completion of 6 episodes. Anticipated by November 2013
Number of individuals who received USG-assisted training on inclusion (GESI charter) and the understanding of the root causes of the conflict	VDC, district, gender, ethnicity, type of training, age category***	Quarterly			Targets will be established once the LNGOs are selected and work plan finalized
Number of new/existing women's economic groups formed during the reporting period	district	Quarterly	15	0	No activity in first year. The LNGOs will be selected only in December 2013
Number of economic group participants who received training on business and accounting	VDC, district, gender, ethnicity*, type of training, age category	Quarterly	500	0	No activity in first year. The LNGOs will be selected only in December 2013
Number of Youth Groups and CMUs that have been established/revived/operational in the reporting period	district	Yearly	122	0	Youth groups, CMUs and district youth networks will be established only in year 2

Number of people who have been trained on the different YI training programs	VDC, district, gender, ethnicity, type of training age group	Quarterly	3506	25	Only Capacity Building Training to core staff was conducted. The remaining trainings will be held in year 2 only.
Proportion of VDCs who have youth groups/CMUs that participate in the VDC planning process	district	Yearly	50%	0	Youth groups/CMUs will be established in year 2 only
<b>F: Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace processes</b>	national or local FM broadcast	Quarterly	39	21	Additional 18 episodes will be broadcasted by Dec 2013
<b>F: Number of non-state news outlets assisted by USG</b>	District/type of FM stations	Quarterly	16	16	
<b>F: Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors of conflict</b>	District/VDCs, type of events, type of participants	Quarterly		119	Includes 12 district consultation meetings, 80 VDC consultation meetings; 1 PSA campaign; 11 events on International youth and peace day; 15 mediation training. The targets will be established once the activities of LNGOs are finalized
Number of new listener clubs established	district	Quarterly	50	51	
<b>Objective B: Communities access resources for development</b>					
<b>IR B1: Inclusive community strategic planning process are established</b>					

Number of local key stakeholders (community leaders, local government officials), trained on inclusive participatory planning	District, VDC, gender, type of training	Quarterly	150	0	No activity for year 1. LNGOs will be selected only in year 2.
Proportion of community leaders and local government officials with a good understanding of inclusive participatory planning, including "Do No Harm" and "Safe Effective Development in Conflict" principles	district, gender, age category, ethnicity	Baseline, midterm, endline			Target will be established after baseline survey
Proportion of Ward Citizen Forums (WCFs) with GESI strategies in place	District/VDC	Yearly			Targets will be established after the baseline survey
<b>IR B2: Community development plans are established</b>					
Proportion of village development plans with a functional sustainability plan that adheres to locally agreed upon standards	district	Yearly			Target will be established after baseline survey
Number of Ward Citizen Forum meetings that review the village development plan to ensure equitable distribution of local resources	VDC, district	Quarterly			Target will be established after baseline survey
<b>F: Number of awards made directly to local organizations (cross-cutting indicators)</b>	Type of awards/District/N GO	Quarterly	9	0	LNGOs (9) will be selected only in December 2013 and in January 2014
Proportion of Ward Citizen Forum members who indicate that they can provide meaningful input to the village development plans	District, gender, age category, ethnicity	Baseline, midterm, endline			Target will be established after baseline survey
<b>IR B3: Community based organizations advocate for needed resources for financial, technical and commodity support</b>					

Proportion of village development plans that include a fundraising plan	district	Yearly			Targets will be established after the baseline survey
Number of micro grants provided for community development	VDC/district	Quarterly	30	0	Strategies for micro grants will be developed once the LNGOs are selected
<b>Objective C: Communities implement inclusive development policies effectively</b>					
<b>IR C1: Mechanisms for transparent administration of funds is institutionalized</b>					
Number of individuals who received USG assisted training, including management and fiscal skills	district, VDC, gender, ethnicity, age group	Quarterly	500	0	No activity for year 1. LNGOs will be selected only in year 2.
Proportion of citizens who feel that the administration of funds in the VDC is transparent	district, gender, ethnicity, age group	Yearly			Targets will be established after the baseline survey
<b>F: Number of people affiliated with NGOs receiving USG supported anti-corruption training</b>	district/NGO	Quarterly			Targets will be established after the selection of LNGOs
Proportion of community projects that are allocated to women, youth or marginalized groups	district	Yearly			Targets will be established after the baseline survey
<b>IR C2: Inclusive management systems are adopted</b>					
Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	district, gender, ethnicity, age group	Yearly			Target will be established after baseline survey
<b>IR C3: systems for sustainability are established</b>					
Proportion of user groups that improve their organizational capacity	district	Yearly			Targets will be established once the work plan for LNGOs finalized in year 2

<b>Objective D: Local government units function effectively</b>					
<b>IR D1: Local government officials effective carry out their mandate</b>					
Percentage improvement in positive citizen views on federalism, decentralization and VDC service delivery	district, gender, ethnicity, age groups	Yearly - baseline, mid-term, endline surveys			Target will be established after baseline survey
F: Number of sub-national entities receiving USG assistance that improve their performance (government OPI)*****	District/VDC	Baseline - midterm, endline surveys			Targets will be established after the finalization of Objective D Strategy.
Proportion of VDCs that have run the local government barometer as a self-assessment	district	Yearly	50%	0	LGB assessment will be done only in year 2
Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans	district, gender,	Quarterly	200	0	No activity for year 1. LNGOs will be selected only in year 2.
	ethnicity, age groups				
<b>IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities</b>					
Number of times technical assistance is provided to government ministries	n/a	Yearly	2	0	The targets will be revisited once the objective D is finalized
Proportion of Ward Citizen Forums that have tracked their budget allocation	district	Baseline, mid-term, endline			Target will be established after baseline survey
Percentage improvement in positive citizen views on the effective implementation of community development projects	district, gender, ethnicity, age groups	Yearly - baseline, mid-term, endline surveys			Target will be established after baseline survey

Cross-Cutting Indicators					
<b>F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)</b>	District/age	Quarterly			Targets will be established once the LNGOs are selected and work plan finalized
<b>F: Percentage of target population that views GBV as less acceptable after participating in or being exposed to USG programming</b>	District/VDC	Baseline, mid-term, endline			Target will be established after baseline survey

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