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SAJHEDARI BIKAAS PROGRAM

Performance Monitoring and Evaluation Plan

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THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)
NEPAL MISSION**

Maharajgunj, Kathmandu, Nepal

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Contracting Officer Representative
Meghan T. Nalbo

Submitted to the DEC by

Nick Langton, Chief of Party, Sajhedari Bikaas Program
PACT Inc. Nepal
Sushma Niwas,
Sallaghari, Bansbari, House No 589
Budhanilkantha Sadad, Kathmandu, Ward No 3
Post Box No. 24200,
Kathmandu, Nepal

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Sajhedari Bikaas

Performance Monitoring and Evaluation Plan

3 December 2012 – 30 November 2017
(AID-367-C-13-00003)

Submitted to:
The United States Agency for International Development (USAID)

NEPAL MISSION
Kathmandu, Nepal

Submitted by:
Michael Dockrey, Chief of Party
Sajhedari Bikaas Project

May 15, 2013

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2. Acronyms

CAC	Citizen Awareness Center
CBO	Community Based Organization
CDCS	Country Development Cooperative Strategy
CeLRRd	Center for Legal Research and Resource Development
CM	Community Mediator
CMC	Community Mediation Center
CMU	Community Mobilization Unit
CNAS	Center for Nepal and Asian Studies
COP	Chief of Party
CSO	Civil Society Organization
DADO	District Agriculture Development Office
DCOP	Deputy Chief of Party
DDC	District Development Committee
DEO	District Education Office
DHO	District Health Office
DLSO	District Livestock Service Office
DNGO	District Non-Governmental Organization
DPMAS	District Poverty Monitoring and Analysis System
DWSSO	District Water Supply and Sanitation Office
EA	Equal Access
FGD	Focus Group Discussion
GBV	Gender Based Violence
GESI	Gender Equity and Social Inclusion
GIS	Geographic Information Systems
GMIS	Grants Management Information Systems
IP	Implementing Partner
KII	Key Informant Interview
LGCDP	Local Governance and Community Development Project
M&E	Monitoring and Evaluation
NEPAN	Nepali Participatory Action Research Network
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
ONA	Organizational Network Analysis
OPI	Organizational Performance Index
PBMS	Performance Based Management System
PMEP	Performance Management and Evaluation Plan
SMS	Short Messaging System
TBD	To Be Decided
UG	User Group
USAID	United States Agency for International Development
VAW	Violence Against Women
VDC	Village Development Committee
WCF	Ward Citizen Forum
YI	Youth Initiative

3. Introduction

To monitor performance towards the attainment of change and results over time, Pact has developed this Performance Management and Evaluation Plan (PMEP) which lays out a system to track our progress and efficiency, and how we plan to evaluate our effectiveness and report on results. This PMEP is a critical tool used by the Pact team for planning, managing, and documenting data collection and analysis efforts.

3.1 PMEP Development

This PMEP was developed collaboratively with Sajhedari Bikaas national partners (Equal Access (EA), Youth Initiative (YI) , Center for Legal Research and Resource Development (CeLRRd) and Saferworld), Pact Nepal and USAID Nepal staff.

1. Reviewing and refining the original results framework presented in the project proposal.
2. Validating the project's logic by developing logic models, a conceptual tool used extensively in the evaluation field, for each project objective, whereby partners detail their planned activities to the specific outcomes in the results framework.
3. Based on the major activities and outcomes stated in the logic models, identifying possible process and outcome indicators along with relevant data sources and collection methods. These logic models and data collection plans are included in Figures 2,3,4 and 5 below.
4. Adding baseline values and targets where possible. Because the baseline values for many of these indicators will depend on the outcomes of the rapid assessments (report due 25 March 2013) and the baseline survey, we opted to leave these baseline values and targets as TBD. They will be updated once the results of the rapid assessments and the baseline survey are available.

Additional future steps for developing this PMEP include developing indicator reference sheets (at this draft stage, we include a sample of reference sheets for a few indicators in Annex 1) and a full data quality assurance plan. In addition, this PMEP is to be considered a 'living document' that will be reviewed and improved on a regular basis.

4. Brief project overview

Sajhedari Bikaas is a five-year USAID-funded project primarily aimed at empowering communities to direct their own development. Sajhedari Bikaas is specifically designed to offer sustainable, locally-appropriate development solutions while maintaining the programmatic flexibility necessary to quickly respond to a constantly shifting operating environment. In order to achieve its goal, the project primarily works in four key objectives:

1. *Objective A* - Establish and improve the enabling environment for community development;
2. *Objective B* - Improve communities' ability to access resources for development;
3. *Objective C* - Improve communities' ability to effectively implement inclusive development projects
4. *Objective D* - Increase the ability of existing and new government units to function effectively

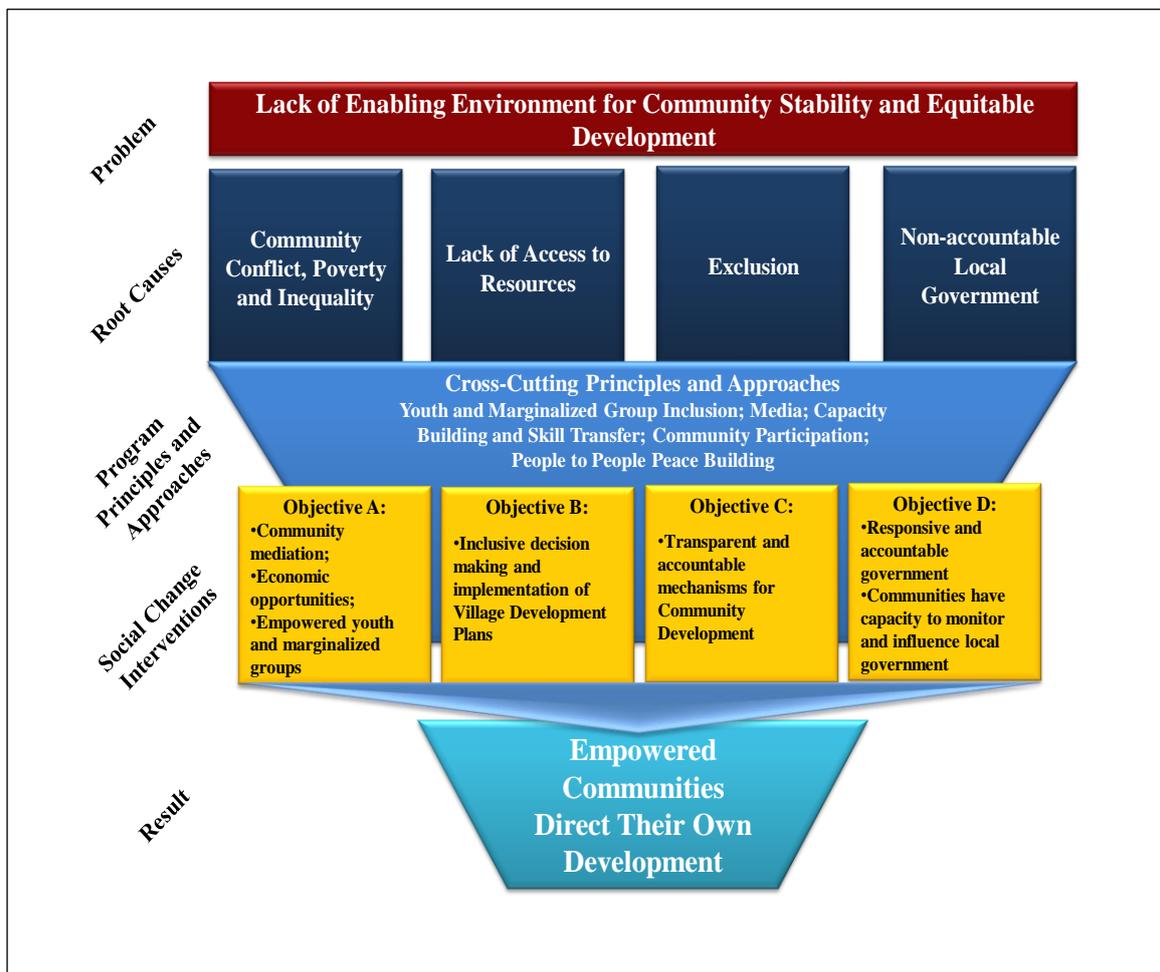
The program will be guided by four key principles—1). Social inclusion, inclusive governance, and inclusive local development; 2). Flexibility in program approaches to address the changing socio-political dynamics; 3). Community based participation; and 4). Promoting local accountability. Guided by these principles, the program will bring together an effective combination and mix of strategic interventions/approaches. These include:

1. Sustainability through building on existing resources
2. People-to-people peace building
3. Capacity building and skill transfer
4. Focus on women, youth, and marginalized groups.
5. Utilization of media, especially local radio stations.

The program will partner with one strong DNGO per district for governance (Objectives 1,2 &4) and one DNGO per two districts for women's economic empowerment (Objective 3). DNGOs will be selected through a competitive, public bidding process. The DNGO's will play a critical role in implementing activities across all four objectives. With assistance from Pact's internationally-recognized suite of capacity-building tools, these DNGOs will have the staff capacity and contextual knowledge to not only serve as critical implementing agencies in the Project, but also as key guarantors of long-term sustainability.

Pact aims to ensure by the end of the Sajhedari Bikaas Project that each of the designated districts will have NGOs capable of sustaining the efforts that ensure their communities are able to access resources for future development; effectively engage women, youth and other marginalized groups in the community's work to form new local entities; and that communities are assuming the responsibility to build a positive future.

4.1 Sajhedari Program Framework:



In order to achieve the results, as envisioned in the program framework above, Sajhedari Bikaas is making the following assumptions:

- The Constituent Assembly Elections held by 2013 and the formation of a constitutionally based, functional government within the period of Sajhedari project.
- GON will move forward with plans to adopt federalism, and move towards the decentralization of government functions.
- GON commitment to necessary level of budget allocation and budget flow mechanism at the sub-national level will deepen/continue to expand.
- Regional geopolitical and economic conditions remain stable or improve.
- Space for civic and political engagement expanded.
- Continued progress towards a democratic system with no renewed or new conflict.
- U.S. foreign assistance to Sajhedari remains stable in priority initiatives/objectives.
- Other donors maintain commitment in key sectors at current levels or above.

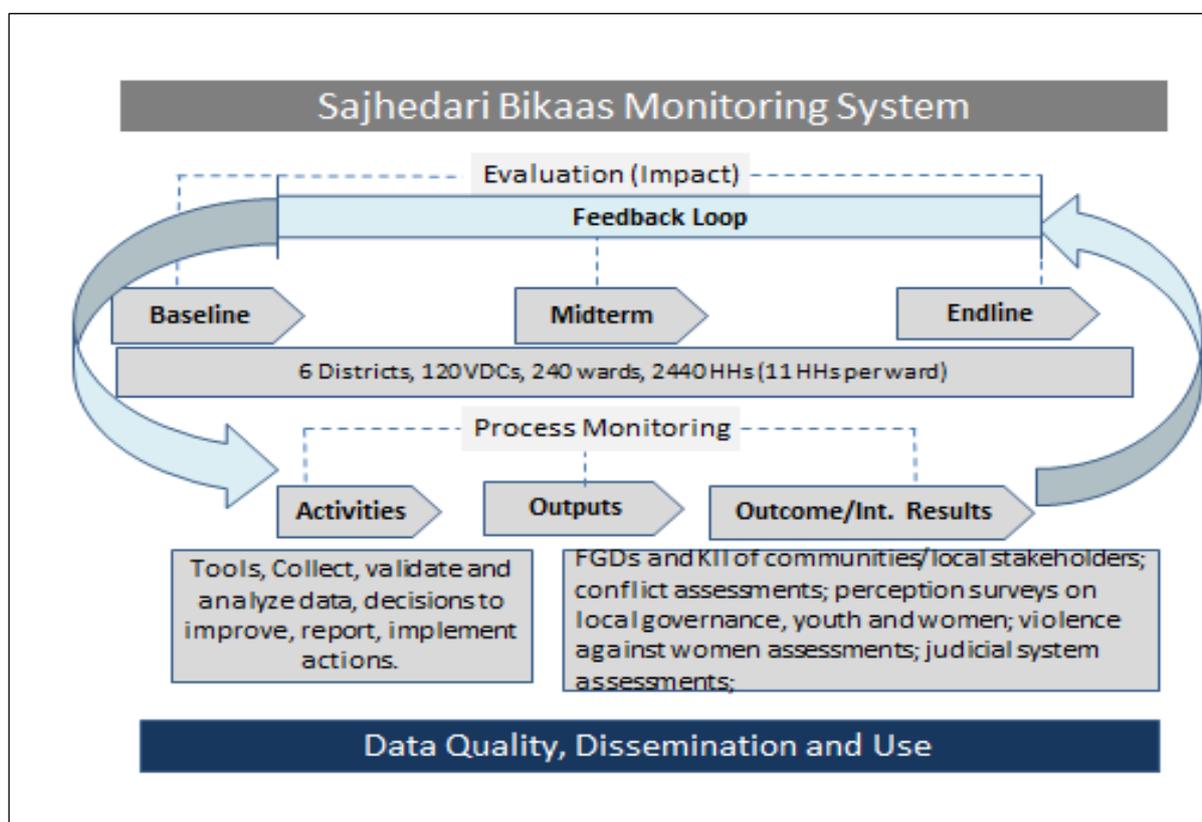
5. Overview of monitoring and evaluation framework

Sajhedari Bikaas will be monitored and evaluated for three primary purposes; 1), to provide accountability to USAID and the organizations and communities with which the program works, 2) to support learning for program improvement and evidence-based decision-making, and 3) to provide best practices and lessons learnt for other similar democracy and governance projects.

Sajhedari Bikaas' PMEP builds upon the project's Results Framework, linking objectives to expected intermediate results and outcomes, with appropriate indicators and performance targets for measurement. The results framework can be found in Figure 1.

The project will be monitored to determine overall efficiencies and if project implementation is on track and evaluated to determine overall effectiveness in achieving the project's expected outcomes and impact. Logic Models for each objective have been developed and are presented below in Figures 2,3,4 &5.

The monitoring and evaluation system for Sajhedari Bikaas will follow the sequence presented in the diagram below:



5.1 Logic Models

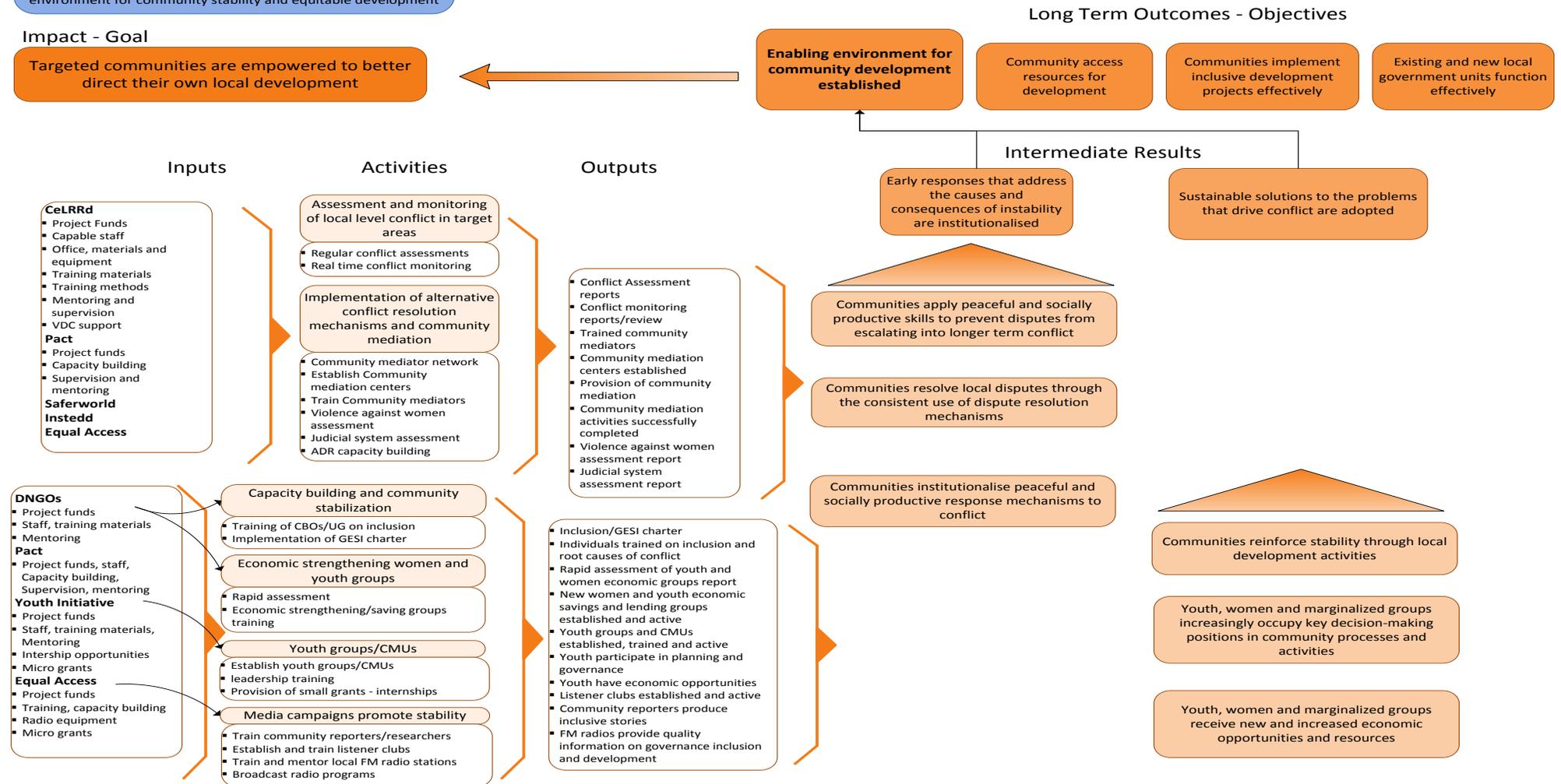
Problem Statement

The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development

Impact - Goal

Targeted communities are empowered to better direct their own local development

Sajhedari Bikaas – Logic model Objective 1/4



Problem Statement

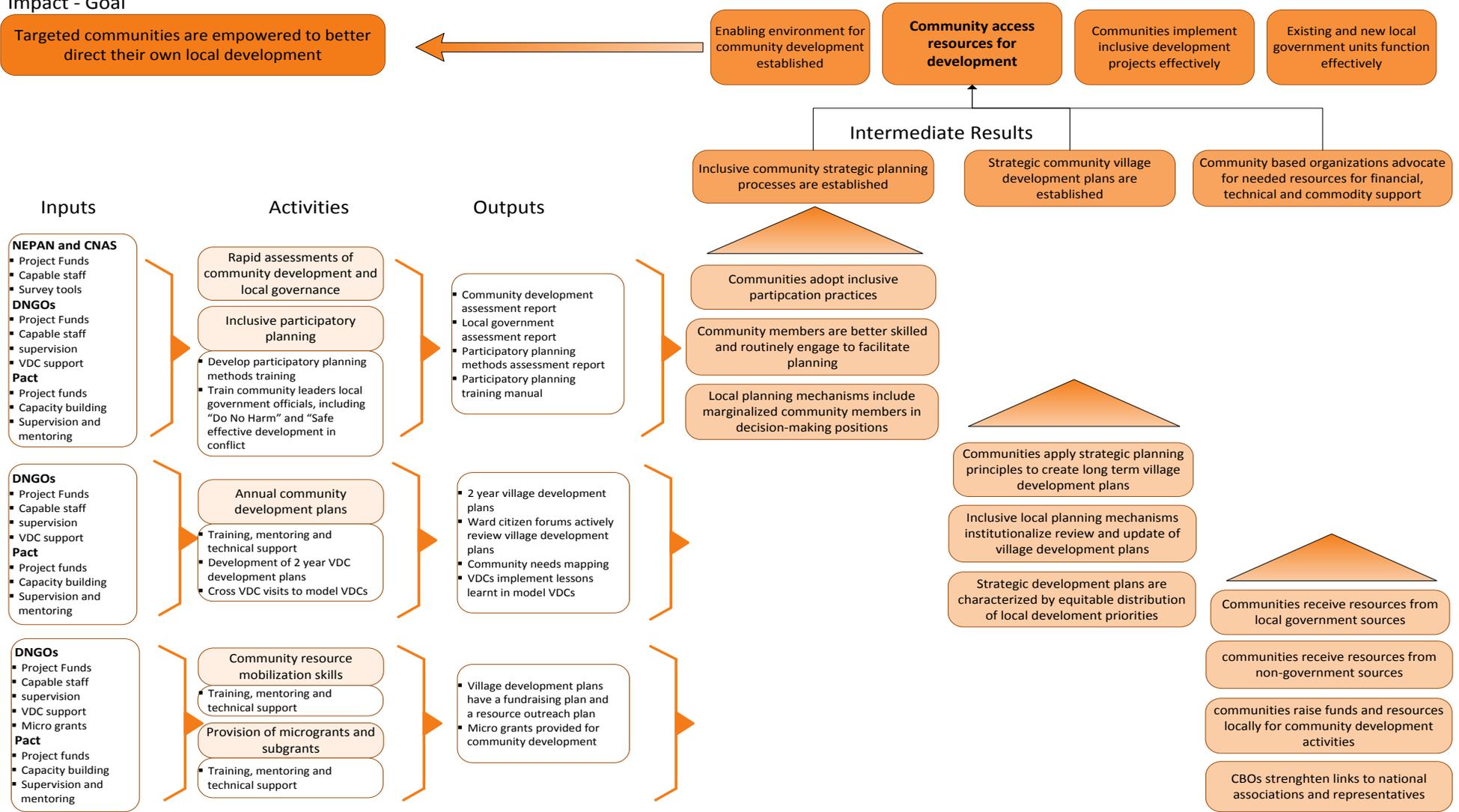
The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development

Impact - Goal

Targeted communities are empowered to better direct their own local development

Sajhedari Bikaas – Logic model Objective 2/4

Long Term Outcomes - Objectives



Problem Statement

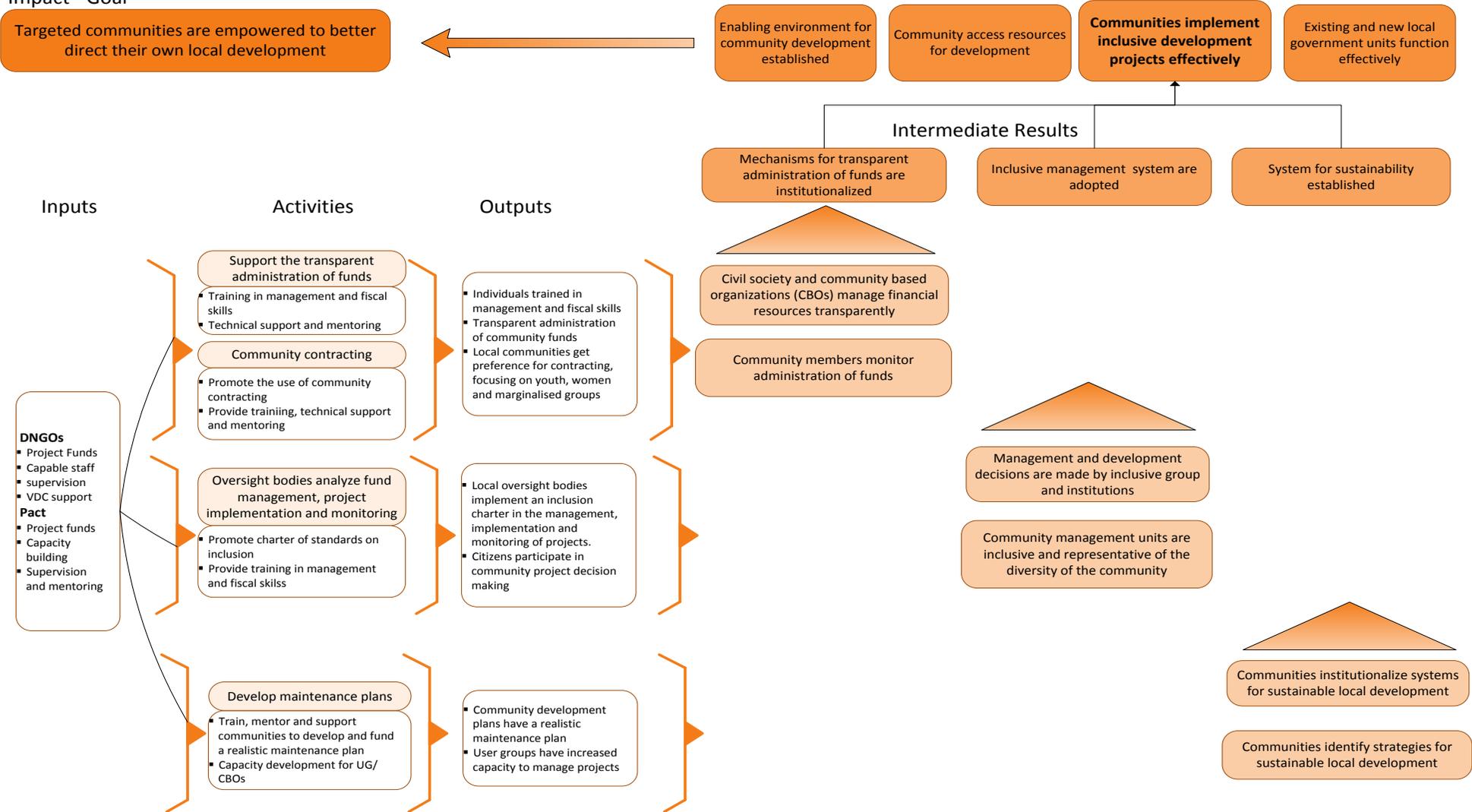
The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development

Impact - Goal

Targeted communities are empowered to better direct their own local development

Sajhedari Bikaas – Logic model Objective 3/4

Long Term Outcomes - Objectives



Problem Statement

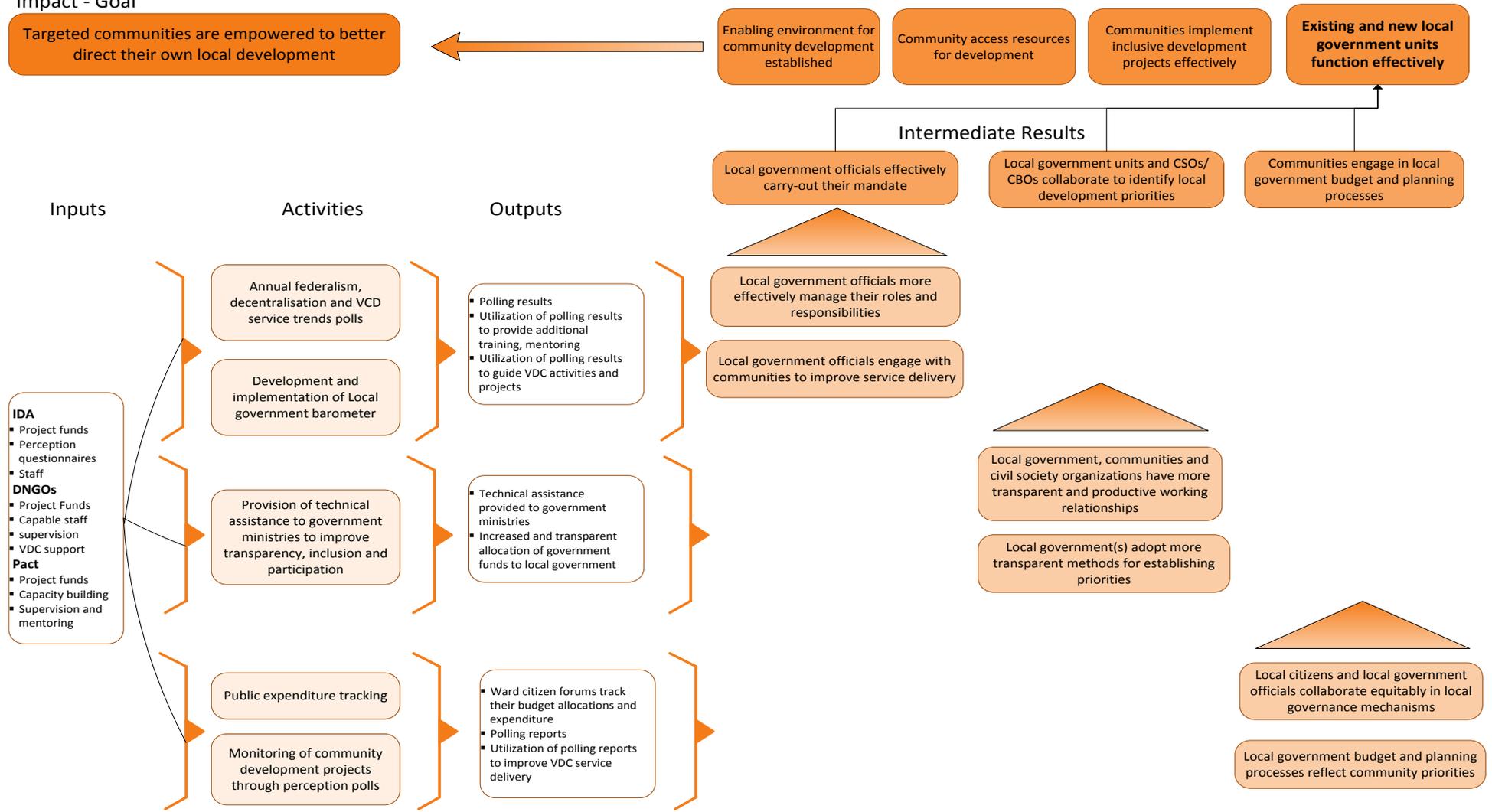
The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development

Impact - Goal

Targeted communities are empowered to better direct their own local development

Sajhedari Bikaas – Logic model Objective 4/4

Long Term Outcomes - Objectives



5.2 Results Framework

Sajhedari Bikaas -Partnership development - Nepal				
Impact	Targeted communities are empowered to better direct their own local development			
Objectives	A. Enabling Environment for Community Development Established	B. Community Access Resources for Development	C. Communities Implement Inclusive Development Projects Effectively	D. Existing and New Local Government units function effectively
Intermediate Results	A1 Early responses that address the causes and consequences of instability are institutionalised	B1 Inclusive community strategic planning processes are established	C1 Mechanisms for transparent administration of funds are institutionalized	D1 Local government officials effectively carry-out their mandate
	A2 Sustainable solutions to the problems that drive conflict are adopted	B2 Strategic community village development plans are established B3 Community-based organizations (CBOs) advocate for needed resources for financial, technical and commodity support	C2 Inclusive management system are adopted C3 System for sustainability established	D2 Local government units and CSOs/CBOs collaborate to identify local development priorities D3 Communities engage in local government budget and planning processes
Outcomes	A1 Communities apply peaceful and socially productive skills to prevent disputes from escalating into longer term conflict Communities resolve local disputes through the consistent use of dispute resolution mechanisms Communities institutionalise peaceful and socially productive response mechanisms to conflict	B1 Communities adopt inclusive participation practices Community members are better skilled and routinely engage to facilitate planning Local planning mechanisms include marginalized community members in decision-making positions	C1 Civil society and community based organizations (CBOs) manage financial resources transparently Community members monitor administration of funds	D1 Local government officials more effectively manage their roles and responsibilities Local government officials engage with communities to improve service delivery
	A2 Communities reinforce stability through local development activities Youth, women and marginalized groups increasingly occupy key decision-making positions in community processes and activities Youth, women and marginalized groups receive new and increased economic opportunities and resources	B2 Communities apply strategic planning principles to create long term village development plans Inclusive local planning mechanisms institutionalize review and update of village development plans Strategic development plans are characterized by equitable distribution of local development priorities	C2 Management and development decisions are made by inclusive group and institutions Community management units are inclusive and representative of the diversity of the community	D2 Local government, communities and civil society organizations have more transparent and productive working relationships Local government(s) adopt more transparent methods for establishing priorities
		B3 Communities receive resources from local government sources communities receive resources from non-government sources communities raise funds and resources locally for community development activities CBOs strenghten links to national associations and representatives	C3 Communities institutionalize systems for sustainable local development Communities identify strategies for sustainable local development	D3 Local citizens and local government officials collaborate equitably in local governance mechanisms Local government budget and planning processes reflect community priorities

6. Project Monitoring and Evaluation System

6.1 Indicators with annual performance targets

To monitor the project, and in close consultation with partners and USAID, Sajhedari Bikaas selected a series of output, outcome and impact indicators, which Pact will report to USAID on a quarterly basis. These indicators are a mix of the Standard Foreign Assistance indicators and “custom” indicators, selected because they are relevant, direct, objective, practical, and adequate, as well as useful for timely management decisions. These indicators, along with their annual performance targets, are listed in the attached Sajhedari Bikaas Indicator Table. The indicators are presented per major objective, and follow the logic models that are presented above.

The targets for some of the indicators will depend on both the rapid assessments and the baseline survey, and have therefore not been set in this draft document. We judged it wiser in this initial PMEP not to present placeholder targets, and rather wait for the rapid assessments and baseline survey results and a further discussion among partners and with USAID to update this PMEP with meaningful and appropriate targets. We expect to be able to finalize the PMEP with all targets not later than August 2013.

In addition to these, the project will also consider using:

Qualitative indicators: By the first year of the project, with the DNGOs also selected, Sajhedari will develop qualitative indicators which would help us in understanding the process behind any observed result and assess people’s perception towards the results, quality of programs, implementation approach, etc. This information would help us in improving the program quality and strategies. For this, Sajhedari Bikaas will develop minimum program quality standards for each of the major interventions that will be used to measure and ensure that the program activities are in line with meeting the higher level outcome and impact indicators. These indicators/standards will be developed in close consultation with the IPs and DNGOs. Based on these standards, M&E unit will develop checklists to monitor the quality standards of program interventions. Sajhedari Bikaas will also conduct internal periodic quality assessments, which would include Focus Group Discussions (FGDs) and Key Informant Interviews (KII) with the community members and government stakeholders. The finding of these assessments will be shared with USAID, internal program team, as well as IPs and DNGOs.

Gender and social inclusion (GESI) indicators: Monitoring and evaluation are key areas for mainstreaming GESI. Disaggregated data, measurement, and analysis are essential for tracking GESI results and outcomes. The GESI indicators for Sajhedari Bikaas will be guided by its GESI strategy. Identifying GESI gaps at the VDC, ward, and community levels will be utilized to better plan, monitor, and support the implementation of GESI-related changes. In every sector in which the project works, GESI will be reflected and integrated into indicators, achievements, and results. While most of the indicators presented in the matrix (attached) are disaggregated by gender and caste/ethnicity, Sajhedari will also use other indicators that reflect the broad picture of gender roles in our project areas.

Illustrative GESI Indicators:

Objective A
<ul style="list-style-type: none"> • % of target population that views GBV as less acceptable after participating in or being exposed to USG programming • Diversity of community mediators (disaggregated by sex, caste, and ethnicity) • Diversity of participation in activities (CBOs, UGs, youth groups, listener groups, etc.) (disaggregated by sex, caste, ethnicity, age, and location) • Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)
Objective B
<ul style="list-style-type: none"> • Decision makers within supported committees (disaggregated by sex, caste, ethnicity) • Participation in key planning meetings (disaggregated by sex, caste, and ethnicity) • Participation in training activities (disaggregated by sex, caste, and ethnicity) • Percentage of budget allocated to socially excluded groups (GESI-responsive budgeting) • Percentage of micro-grants approved with GESI-responsive rationales or purpose
Objective C
<ul style="list-style-type: none"> • Proportion of community projects that are allocated to women, youth or marginalized groups • Participation in key meetings (disaggregated by sex, caste, and ethnicity) • Percentage of key partners with GESI and good governance charters • Percentage of budget allocated to excluded groups (GESI-responsive budgeting)
Objective D
<ul style="list-style-type: none"> • % improvement in positive citizen views on federalism, decentralization and VDC service delivery (disaggregated by sex, caste, ethnicity) • Number of training programs provided to women and excluded groups • % improvement in positive citizen views on the effective implementation of community development projects

For the sake of consistency, the project will follow the disaggregation for caste and ethnicity in ten different categories as highlighted in the project’s GESI Strategy: 1). Hill Brahmins/Chhetris; 2). Hill/Mountain Janajatis; 3). Newars; 4). Hill Dalits; 5). Terai/Madheshi Brahmins/Rajputs; 6). Terai/Madheshi Janajatis/Adivasis; 7). Terai/Madheshi Other Castes; 8). Terai/Madheshi Dalits; 9). Religious Minorities; 10). Others

Sustainability: Sajhedari Bikaas project will plan, initiate, conduct and phase-out all activities to ensure sustainability of efforts by local communities. Sustainability through building on existing resources is one of the key approaches of Sajhedari Bikaas project. The district NGO partners will not only serve as critical implementing agencies in the project, but also as key guarantors of long-term sustainability of its program activities. Sajhedari’s efforts to sustainability focus on the district-based local NGOs/CBOs; village-level Alternative dispute resolution/Community Mediation mechanisms; adoption of SMS-based conflict monitoring system by Sajhedari partners; adoption of GESI strategies/charter by DNGOs, WCF, UGs; adherence to 14-step planning processes at the targeted areas.

Illustrative Indicators on Sustainability

- Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards
- Proportion of village development plans that include a fundraising plan
- 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)
- Proportions of DNGOs that have an improved Organizational Performance Index (OPI) score
- Proportion of user groups that improve their organizational capacity
- Number of sub-national entities receiving USG assistance that improve their performance (government OPI)
- Proportion of Ward Citizen Forums who have tracked their budget allocation
- Number of youth who have started a business or found a job through the Sajhedari activities
- Proportion of ward citizen forums(WCFs) with GESI strategies in place

6.2 Data Indicator Table: Sajhedari Bikaas

Indicators	Type	Source/Method	Disaggregation	Geo-enabled reporting	Responsible	Frequency	Baseline	Yr1	Yr2	Yr3	Yr4	Yr5
Goal: Targeted Communities are empowered to better direct their own local Development												
Proportion of projects at VDC level that were budgeted in the previous planning cycle, that were in the top 5 priorities list of community forums (WCFs)	Impact	Baseline - midterm and endline surveys	District/VDCs	No	DNGO/PACT	baseline, mid-term, endline	TBD*					
Proportion of budgeted VDC projects that were fully implemented/finalized within the previous planning cycle	Impact	Baseline - midterm and endline surveys	District/VDCs	Yes	DNGO/PACT	baseline, mid-term, endline	TBD*					
Objective A: Enabling environment for community development established												
IR A1: early responses that address the causes and consequences of instability are institutionalized												
Proportion of households that have experienced conflict in the past year that have used peaceful means to solve the conflict	Outcome	Baseline - midterm and endline surveys	district	Yes	Pact	baseline, mid-term, endline	TBD*					
Proportion of households that have witnessed the use of violence to solve conflict in their community in the past year	Outcome	Baseline - midterm and endline surveys	district	Yes	Pact	baseline, mid-term, endline	TBD*					
Proportion of all mediation cases opened during the quarter preceding the period that were settled within 3 months	Outcome	Routine data collection CeLLRd - monthly reports	ward, district, gender, ethnicity**	No	CeRRd	Qrtly	TBD*	50%	60%	70%	75%	80%
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)	Outcome	Baseline - midterm and endline surveys	district	Yes	Pact/CeLLRd	baseline, mid-term, endline	TBD*					
F: Number of new groups or initiatives created through USG funding, dedicated to resolving conflict or the drivers of the conflict	Output	Count of number of new community mediation centers established, CeLLRd reports	VDC, District	No	CeLRRd	Qtrly	0	60	0	60	0	0
F: # of groups trained in conflict mitigation/resolution skills or consensus building techniques with USG assistance	Output	Training reports	District/VDC/gender/age/ethnicity	No	CeLRRd	Quarterly	0	60	0	60	0	0
Number of new cases of individual/group conflict mediations opened during the reporting period	Output	Routine data collection CeLLRd - monthly reports	Ward, district, nature of dispute	No	CeLRRd	Qrtly	0	720	4320	2160	4320	1080
F: Number of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance	Process	Count of number of systems in place and number of conflict assessments done		Yes	Pact/Saferworld	Qtrly	0	3	5	7	9	15

Sajhedari Bikaas Project (ref: AID-367-C-13-00003): Performance Monitoring Plan (PMP)

IR A2: enduring solutions to the problems that drive conflict are adopted												
Proportion of supported economic groups that provide more than 5 loans per year to their members	Outcome	DNGO reports	district	Yes	DNGOs, Pact	Yearly	0	50%	70%	80%	80%	80%
Proportions of DNGOs that have an improved Organizational Performance Index (OPI) score	Outcome	OPI tool	n/a	No	Pact	Yearly		n/a	50%	85%	90%	90%
Number of youth who have started a business or found a job through the YI activities	Outcome	Youth Initiative reporting system	District,	No	Youth Initiative	Yearly	0	0	20	30	20	30
Proportion of supported FM radio stations that produce quality radio programs that address issues on local government, youth, women, disadvantaged groups	Outcome	Tool to measure quality (EA) score card	district	Yes	Equal Access	Yearly	0	50%	60%	65%	70%	75%
Number of individuals who received USG-assisted training on inclusion (GESI charter) and the understanding of the root causes of the conflict	Output	Training reports	VDC, district, gender, ethnicity, type of training, age category***	No	DNGOs, Pact	Qrtly	0					
Number of new/existing women's economic groups formed during the reporting period	Output	DNGO reports	district	Yes	DNGOs, Pact	Qrtly	0	15	45	60	60	60
Number of economic group participants who received training on business and accounting	Output	DNGO reports	VDC, district, gender, ethnicity*, type of training, age category	No	DNGOs, Pact	Qrtly	0	500	1200	1200	1200	700
Number of Youth Groups and CMUs that have been established/revived/operational in the reporting period	Output	Youth Initiative reporting system	district	No	Youth Initiative	Yearly	0	126	127	127	127	127
Number of people who have been trained on the different YI training programs	Output	Youth Initiative training reports	VDC, district, gender, ethnicity, type of training age group	No	Youth Initiative	Qrtly	0	3506	3221	3761	3176	1352
Proportion of VDCs who have youth groups/CMU who participate in the VDC planning process	Outcome	VDC meeting reports/files	district	Yes	Youth Initiative	Yearly	0	50%	70%	80%	90%	90%
F: Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace processes	Output	national broadcast episodes plus local FM station broadcasts episodes	national or local FM broadcast	No	Equal Access	Qtrly	0	39	78	78	78	39

Sajhedari Bikaas Project (ref: AID-367-C-13-00003): Performance Monitoring Plan (PMP)

F: # of non-state news outlets assisted by USG	output	Progress report	District/type of FM stations	Yes	Equal Access	Quarterly	0	16	16	16	16	16
F: Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors of conflict	Output	Training reports/event reports, activity progress reports from Ips and DNGOs	District/VDCs, type of events, type of participants	No	PACT	Qtrly	TBD					
Number of new listener clubs established	Output	EA routine reporting	district	Yes	EA	Qrtly	0	50	100	75	75	
Objective B: Communities access resources for development												
IR B1: Inclusive community strategic planning process are established												
Number of local key stakeholders (community leaders, local government officials), trained in inclusive participatory planning	Output	Training records	District, VDC, gender, type of training	No	DNGOs/Pact	Qrtly	0	150	400	400	400	50
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	outcome	Questionnaire on a sample of community leaders and local government officials as part of baseline/ midterm / endline survey	district, gender, age category, ethnicity	No	Pact/External Evaluator	baseline, midterm, endline	TBD					
Proportion of ward citizen forums(WCFs) with GESI strategies in place	Outcome	baseline, midterm, endline	District/VDC	Yes	DNGO/PACT	Yearly	TBD					
IR B2: Community development plans are established												
Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards	outcome	Review of village development plans	district	Yes	DNGOs/Pact	yearly	TBD					
Number of Ward Citizen Forum meetings that review the village development plan to ensure equitable distribution of local resources	output	Meeting reports	VDC, district	No	DNGOs/Pact	Qrtly	TBD					
F: Number of awards made directly to local organization (cross-cutting indicators)	Output	Progress report	Type of awards/District/NGO	Yes	PACT/DNGO	Quarterly	0	9	0	0	0	0
Proportion of Ward Citizen Forum members who indicate that they can provide meaningful input to the village development plans	outcome	Questionnaire on a sample of ward citizen forum members as part of baseline/ midterm / endline survey	District, gender, age category, ethnicity	No	Pact/External Evaluator	baseline, midterm, endline	TBD					
IR B3: Community based organizations advocate for needed resources for financial, technical and commodity support												
Proportion of village development plans that include a fundraising plan	outcome	Review of village development plans	district	Yes	DNGOs/Pact	yearly	0					
Number of micro grants provided for community development	output	Review of grants reports/GMIS	VDC/district	Yes	DNGOs/Pact	qrtly	0	30	70	70	70	20

Sajhedari Bikaas Project (ref: AID-367-C-13-00003): Performance Monitoring Plan (PMP)

Objective C: Communities implement inclusive development policies effectively												
IR C1: Mechanisms for transparent administration of funds is institutionalized												
Number of individuals who received USG assisted training, including management and fiscal skills	output	Training records	district, VDC, gender, ethnicity, agegroup	No	DNGOs/Pact	qtrly	0	500	1000	1000	1000	400
Proportion of citizens who feel that the administration of funds in the VDC is transparent	outcome	Perception survey	district, gender, ethnicity, agegroup	No	IDA/Pact	yearly	TBD					
F: Number of people affiliated with NGOs receiving USG supported anti-corruption training	Output	Training report	district/NGO	No	PACT	Quarterly	TBD					
Proportion of community projects that are allocated to women, youth or marginalised groups	outcome	Review of community project funding allocation	district	Yes	DNG)s/Pact	yearly	0	30%	50%	60%	70%	70%
IR C2: Inclusive management systems are adopted												
Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	outcome	Perception survey	district, gender, ethnicity, agegroup	No	IDA/Pact	yearly	TBD					
IR C3: systems for sustainability are established												
Proportion of user groups that improve their organizational capacity	outcome	Organizational Performance Index adapted to user groups/community based organisations	district	Yes	DNGOs/Pact	yearly	0	n/a	50%	70%	80%	80%
Objective D: Local government units function effectively												
IR D1: Local government officials effective carry out their mandate												
% improvement in positive citizen views on federalism, decentralization and VDC service delivery	outcome	polling reports - baseline-mid term and endline surveys	district, gender, ethnicity, age groups	No	IDA/Pact/external evaluator	yearly - baseline, mid-term and endline surveys	TBD					
F: # of sub-national entities receiving USG assistance that improve their performance (government OPI)*****	Outcome	Baseline - midterm and endline surveys	District/VDC	Yes	Pact	Baseline - midterm and endline surveys	TBD					
F: Number of individuals receiving voter and civic education through USG-assisted programs	Output			No			TBD					

Sajhedari Bikaas Project (ref: AID-367-C-13-00003): Performance Monitoring Plan (PMP)

Proportion of VDC that have run the local government barometer as a self- assessment	output	local government barometer reports	district	Yes	Pact	Yearly	0	50%	90%	95%	95%	95%
Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans	output	Training/mentoring reports	district, gender, ethnicity, age groups	No	DNGOs/Pact	Qrtly	0	200	800	1000	1000	300
IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities												
Number of times technical assistance is provided to government ministries	output	reports	n/a	No	DNGOs/Pact	yearly	0	2	5	5	5	5
Proportion of Ward Citizen Forums who have tracked their budget allocation	outcome	Baseline - midterm and endline surveys	district	No	Pact/external evaluator	baseline, mid-term, endline	0	30%	70%	80%	80%	80%
% improvement in positive citizen views on the effective implementation of community development projects	outcome	polling reports - baseline- mid term and endline surveys	district, gender, ethnicity, age groups	No	IDA/Pact	yearly - baseline, mid-term and endline surveys	TBD					
Cross-Cutting Indicators												
F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Output	Progress Report	District/age	Yes	DNGO/PACT	Quarterly	TBD					
F: % of target population that views GBV as less acceptable after participating in or being exposed to USG programming	Outcome	Baseline - midterm and endline surveys	District/VDC	No	PACT	baseline, mid-term, endline	TBD					

TBD depending on rapid assessments and baseline survey

** Ethnicity disaggregation based on our GESI strategy

***Age categories will be standardized into 16-25, 26-40 and 41 and older – this is to take into account the Nepal youth policy that classifies people as youth between 16 and 40, and the UN classification that uses 16-25.

****The government OPI is still under development, and it will be used later on in the project.

6.3 Data Management

Sajhedari Bikaas is a complex program with a number of different partners, both at national level and at district level and with a number of different data collection methods (e.g. a number of one-off and repeated assessments, a real-time SMS monitoring system, a number of perception polls, routine data collection and yearly reviews). The vision of the project partners is to harmonize and coordinate these different data sources into one central database that will provide information and feedback to USAID, the project partners as well as the project participants. It will require coordination and good management to establish this integrated data system. The system will also be developed on an ongoing basis during the first project year.

Project activities during the first year will draw on different data sources and will be mainly based on existing M&E systems that national partners already have in place, or will be paper based for district NGO and CBO and user group activities. Pact will collate and summarize the information to provide USAID with quarterly reports that will follow the indicators in this PMEP.

Pact uses the most efficient and up to date technologies for data collection, enabling rapid use of data through cloud based platforms and central databases. Pact will also introduce the Grants Management Information System (GMIS) to Nepal. GMIS is a cutting-edge comprehensive project-based monitoring system that uses a secure, web-based portal for data entry and near real-time viewing of results and analytics of project data. GMIS matches traditional contractual and financial management information with grantee performance metrics and project monitoring data to serve as a “one-stop-shop” for project information. During this year, the project will customize the GMIS to the Nepal project and develop standard operating procedures for feedback loops to partners at national, district and community levels and to USAID. The M&E unit will explore and implement mobile data reporting systems to improve the quality of the reported data, to provide more accurate and real time data, and to enhance data sharing and data utilization.

The PMEP database will be linked to a Geographic Information System. Where appropriate, data will be disaggregate at district, VDC and ward level to geographically display appropriate indicators and geographically analyze trends and new developments (see further section on GIS).

6.4 Sajhedari M&E Structure and Roles:

COP/DCOP: Provide overall insight to M&E and its direction, support the use of M&E results in making management decisions to improve program performance, ensure that the M&E/PBMS system is functioning.

Technical team: Identify M&E needs for respective technical areas, work with the M&E team in designing and reviewing respective M&E plans and tools, participate in meetings to review findings and analyze data, use data/findings to improve program performance.

PBMS Manager: Responsible for guiding the overall M&E strategy and implementation of PBMS system, which includes GIS capability, to ensure comprehensive and accurate data collection, proper database development, and analysis of results for improved program implementation. Establishes project monitoring system, for identifying and tracking indicators, develops procedures and tools, identifies capacity building needs and provides technical assistance to staff and partners. This ensures that the USAID requirements for M&E and reporting are met in a timely manner with high quality. The PBMS Manager reports to COP/DCOP.

M&E Manager: Supports the design and implementation of the M&E and PBMS, focusing mainly on data reporting system, data collection, data analysis and reporting. Ensures that accurate and reliable data collection from field sources, and integration into the Project's M&E system. Establishes a data management system, ensures that all data are gathered and entered in the system, and are produced for further analysis. Ensures data entered are of high quality by assisting PBMS manager and technical staff in carrying out periodic data verification. The M&E Manager reports to PBMS Manager.

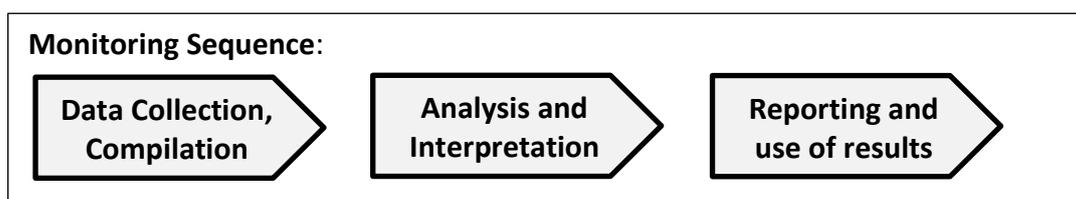
Senior GIS Officer: The GIS Officer will support the PBMS system by incorporating the GIS component. He will manage the overall Sajhedari GIS system, including SMS conflict monitoring system and mobile technology data collection. He reports to PBMS manager.

Partners' M&E Focal persons: There will be one M&E focal person in each of the three major local IP's (Youth Initiative, CeLRRd, Equal Access). He/she manages the overall field-level M&E activities and ensures that the reporting system matches with Sajhedari M&E system. Similarly, each district-based local NGO will have one M&E focal person. He/she ensures field level M&E activities and ensures that data quality from the field is of high standards. He/she reports to the Program Coordinator of their respective IPs/DNGOs.

By the end of the first year (September 2013), M&E guidelines for *Sajhedari* will be developed. These guidelines will be part of the PBMS system. This will include the reporting and M&E tools, templates, data-recording and analysis tools, M&E calendar, usage of SMS-based violence reporting system, usage of PBMS/M&E system, and mobile technology usage for Sajhedari. Following these guidelines, the M&E unit will be conducting M&E tools roll out training to IPs and district NGO partners as reflected in the Semi-Annual Work Plan (June-November 2013). The main purpose of these guidelines will be to orient/guide staff of different levels and responsibilities about M&E approaches, guiding principles and standards, reporting chain within the project and outside, and the role of each staff member in M&E.

6.5 Monitoring Sequence—Data Compilation, Data Analysis and Use of Findings

The ongoing monitoring of Sajhedari activities will follow the sequence presented in the diagram below.



6.5.1 Data Collection, Compilation:

Depending upon the indicator, data will be collected at different frequencies. The Data Indicator Table presents data source, disaggregation, frequency of collection, and targets for each indicator. Since different indicators call for different methods of data collection, Sajhedari will develop “Performance Indicator Reference Sheet” for each indicator, in consultation with the Implementation partners, which will include precise definition for each indicator, type, requirement for disaggregation, data collection instruction, data source, frequency and timing of data acquisition, responsible person, location of data storage, data quality issues, plan for data analysis, review and reporting. The draft “Performance Indicator Reference Sheet” for Sajhedari indicators are attached in Annex I.

The project will use a mix of primary and secondary data as follows:

Primary data sources/methods

- Apart from baseline, mid-term and end-line evaluation of Sajhedari Bikaas, data for key outcome indicators of the project will be collected through as part of routine monitoring. Throughout the project period, Sajhedari Bikaas will be conducting assessments to measure the progress on the outcome and impact indicators. These include: Annual and quarterly conflict assessments in the targeted areas, Assessments on Violence against women, and Judicial System Assessments, among others. Annually, Sajhedari Bikaas will conduct perception surveys on local governance, federalism, youth, women, and marginalized groups. These assessments will not only provide information on the current trend, but will also explore whether or not the program is meeting a specified level of results in a given district or population group.
- Throughout the project period, Sajhedari Bikaas will conduct internal periodic quality assessments, which would include Focus Group Discussions (FGDs) and Key Informant Interviews (KII) with the community members and government stakeholders. Standard checklists will be developed which not only will monitor the progress on the output and outcome level indicators but will also help in monitoring whether the program activities are meeting the minimum quality standards. These qualitative studies/assessments will be complimented with the findings of routine quantitative monitoring data. The finding of these assessments will be shared with USAID, internal program team, as well as IPs and DNGOs during quarterly, semi-annual and annual review sessions.
- To support community-driven development, Sajhedari will provide micro-grants, not exceeding \$5000 per grant, directly to CSOs/CBOs to fund small community-development and social development projects, as part of Community Contracting Model. Through this model, Sajhedari will leverage on the existing local resources (government and non-government funds) as well as community contribution. As part of this model, a community-based self-monitoring tool will be developed that will utilize a participatory method of project monitoring and evaluation. Sajhedari will work with existing community structures (Project Monitoring Committees) and build their capacity for ongoing assessment of project progress. Selected beneficiary groups in target communities will use this tool to ensure that project activities are implemented as planned. Additionally, these

committees will also monitor the minimum program quality standards as developed for Sajhedari Bikaas project as highlighted above. The findings will be aggregated by local project staff approximately every year and presented at community meetings for discussion, analysis, and feedback.

- As part of ongoing monitoring, Sajhedari Bikaas will use project records to collect and monitor output and some outcome indicators as highlighted in the Data Indicator table above.
- Sajhedari will use GIS for program planning, reporting, and improvement. The GIS function of the M&E/PBMS will produce printed and electronic maps that show location of program activities, program impact and other relevant information. The list of geo-enabled indicators that Sajhedari will report to on an ongoing basis is reflected in the Data Indicator table above.
- Activity Tracking System: As per the activity work-plan of core implementing partners and district NGOs, Sajhedari Bikaas will introduce Activity Tracking System, which will have process level activity planning and tracking tool. Supported by the PBMS/M&E unit, each IP and district NGO will be using this tool to plan and track the progress on key process, outputs and outcomes of their own program interventions. The M&E focal persons of the partner organizations will use this tool to collect, compile, and analyze data of their program on an ongoing basis.

Secondary data sources/methods

- Sajhedari will also incorporate data from existing secondary sources and develop Secondary Data Bank which will be one-stop-shop for data from different sources specific to Sajhedari indicators. The Data Bank will incorporate data from census, DDC/VDC profiles, published and unpublished government documents (DDC, DEO, DWSSO, DHO, DADO, DLSO), District Poverty Monitoring and Analysis System (DPMAS), LGCDP, etc. The Secondary Data Bank will be linked to existing Sajhedari M&E system and will be used to triangulate the findings from Sajhedari's routine monitoring and evaluation activities. Secondary Data Bank will have a plan to update the data on a semi-annual/annual basis. The Data Bank will be shared with the IPs, district partners, USAID, and government stakeholders in an effort to update the stakeholders and internal program team on the status of targeted Sajhedari districts/VDCs, specific to Sajhedari indicators.

6.5.2 Data analysis and interpretations

After the monitoring data have been collected and verified in program sites, performance data will be compiled, analyzed and synthesized. Pact will use Microsoft Excel (including pivot tables) and SPSS to analyze our monitoring data; generating counts, frequencies, and means, as relevant. The M&E unit will provide dynamic data visualization techniques that will make the available information accessible in visual and easy to understand formats. This will include the combination of maps, tables and graphs to explain trends and analysis in easy accessible formats.

We will compare these data to target indicators, identifying areas in which targets are exceeded, met, or not met. For targets not met, the M&E team will inform senior management so that corrective action can be taken as soon as possible. With support from the PBMS/M&E manager, the internal technical team as well as implementing partners and district NGOs will also analyze

data, and disaggregate findings as relevant, for example, by caste and ethnicity, gender, age, etc. The internal team and staff from IPs and district NGOs will meet each quarter to review and discuss findings. In these meetings, project staff will review the findings, assess progress made on indicators, compare findings with the targets, between gender and across districts, identify gaps and challenges, etc.

6.5.3 Reporting and use of results:

Data will be used at all levels of the project to provide opportunities for continued innovation and reflection. Reports to USAID will include higher level analysis based on measureable change as demonstrated through routine indicators. The technical working group that meets regularly will review key indicators against program approaches to discuss necessary adjustments and check against expected trends.

Partners will have easy access to data sources and reports, so that they can use the information for continuous quality improvement and reflection. We will help partners to create regular and easy to understand basic charts and graphs to show progress at community level, comparing VDCs in the spirit of collaborative competition and learning. Best practice VDCs will be identified and we will organize cross VDC visits to these best practice sites for learning and sharing.

Findings from monitoring will be used to make management decision to improve program performance through corrective and/or additional action. These actions may relate to, but are not limited to, strategies and activities, supervisory support, reallocation of resources/supplies, capacity building, etc.

- District staff meets monthly to analyze and review findings on key process and output indicators. Activity tracking tool, as described above, will be used to compare achievements against target, identify gaps and the reasons for deviations, if any, and makes corrective actions.
- During the quarterly M&E meetings at the regional level, the M&E focal persons from IPs and district NGOs will meet as a group to review findings made on key process, output and outcome indicators (as relevant). These quarterly meetings not only will provide M&E staff to discuss on the findings on the status of indicators but will also provide cross-learning opportunities across IPs and district NGO partners. This enables district/cluster leads and program coordinators to identify those interventions needing more attention.
- The findings from the ongoing monitoring, monthly meetings, and quarterly meetings will feed into a broader discussion during the semi-annual review session where the internal technical team of PACT, IPs and district NGO, as well as senior management team at PACT and USAID meet to review the results (outcomes). The main objective of such 'results review' is to compare planned versus actual performance and results in order to strengthen and/or improve program performance.
- Sajhedari Bikaas will conduct annual review meeting in each district, where the findings of monitoring data will be shared with key government and community stakeholders. In addition to analyzing the data to measure progress against targets, the data will also be analyzed and shared in light to GESI, engagement of youth and

marginalized groups, and other issues that the project and local stakeholders need to learn more about.

- Pact will submit quarterly performance reports to USAID, including both qualitative and quantitative data. Report sections will focus on significant activities implemented, progress in achieving program outputs and outcomes through the agreed-upon indicators, challenges, lessons learned, plans for the next reporting period, and success stories. In addition to formal reporting, Pact will notify USAID immediately of any major issues that could impair the ability of the program to achieve its objectives. Such reports will include suggested actions to resolve the issues identified.

6.6 Data Quality Assurance

Sajhedari Bikaas will employ a comprehensive data management system as described above that uses current technology to maximize efficiency in collecting, collating, storing, and reporting program data. In addition, Pact will employ multiple safeguards to ensure that data are of high quality. Specifically, Pact will ensure the validity, integrity, precision, reliability, and timeliness of data at all levels through actions such as development of data quality assurance plans with partners; completion of Indicator Protocols with precise definitions and standardized steps for data collection, collation, analysis, and reporting; supervision and verification of correct implementation of data quality Standard Operating Procedures; and routine and random internal data audits at program sites.

To ensure that the data collected are in compliance with USAID Data Quality Standards and that data are of highest quality, a data quality issues for each indicator is identified in the Performance Indicator Reference Sheet. Data quality issues include data quality risks and limitations as well as actions planned to ensure data quality limitations. General overview of Data Quality Assurance plan for Sajhedari includes:

- The way data collection and recording tools are designed affects the quality of data collected. Different Sajhedari partners have different data collection and recording tools. These will be shared among each other and used in different settings and contexts. However, the tools we use will be standard (as relevant), consistent, tested, and with relevant disaggregation, for example, by gender, age, and caste/ethnicity, etc.
- Indicators will be calculated as specified in the Data Indicator Table and as specified in Indicators Reference Sheet.
- After data are collected, the M&E focal persons at the IPs and district NGOs will examine this information to identify any inconsistencies or errors before data are entered into the database. The M&E staff and program staff will verify data, should there be any errors or inconsistencies.
- After findings become available, the technical teams along with M&E staff will review to see if there are any inconsistencies in trends, across groups, geographic areas, etc. Should there be differences, the team verifies (or cross verifies) before data are further analyzed and used.
- Data will be collected with the frequency specified in the Data Indicator Table so that these are available in time to make management decisions.
- *Sajhedari* will conduct an internal Data Quality Assessment annually using the USAID *Data Quality Standards*. The assessment will be done for key performance indicators

and the Foreign Assistance (F) indicators. Sajhedari will review and develop its Data Quality Assurance Plan, which will guide the project in ensuring data quality standards. Sajhedari will utilize two-way approach to ensure Data Quality.

On-site Data Verification: Every quarter, the technical program team, with support from M&E unit will verify reported data and other reports against the records and evidences (Eg. DNGOs and IPs monthly reports with hard copy attendance sheet; quarterly report against monthly data compilation sheets, etc). Quarterly, Sajhedari will carry out on-site data verification on a sampling basis, together with the partners, against the monthly/quarterly reports.

Data Quality Audit: Every year, before the annual reporting period, Sajhedari Bikaas will conduct internal exercise on Data Quality Audit. Sajhedari aims to make this process participatory where the partners, with support from M&E unit, assess their own existing records and reporting system. Sajhedari Bikaas will use PACT's standard "Organizational Performance Index (OPI)" tool to measure not only the data quality issues but also to analyze organizational change, particular with regards to their performance in measured impacts at the community level.

6.7 Geographic information system

Sajhedari Bikaas recognizes the importance of geographic location and potential barriers in terms of community development. Access to a variety of services and goods can positively or negatively impact community development potential. In addition, being able to display results geographically and perform spatial analysis can add important new insights into the people's understanding of trends and results.

The project will work with USAID and other key stakeholders in the establishment and maintenance of a GIS system that will be provide these types of analysis. Sajhedari Bikaas will provide GIS data both to USAID and to its partners, either in ready-made electronic and print maps or in ESRI shapefile format. Metadata for each shapefile will be maintained by the M&E unit according to the specifications of the Federal Geographic Data Committee.

The list of indicators that will be used for geo-enabled reporting is highlighted in the "Data Indicator Table."

6.8 Real time SMS violence monitoring system

In the first year of the project, the partners will work with INSTEDD to develop and implement a real time SMS violence monitoring system. This system will combine different monitoring mechanisms into a system that will track and monitor violence in the project districts. GIS component will be in-built to this system. The major purpose of SMS monitoring system includes:

- To rapidly track conflict/violence-related data
- To feed into ADR/CM methodology in Sajhedari districts--providing local community mediators (CMs) with additional data for their mediation work
- To allow longitudinal mapping of local conflicts, their types, status and duration

- To direct annual and quarterly Conflict Assessments/Violence Against Women (VAW) Assessments
- To make programmatic decisions
- To capacitate local partners/IPs on early conflict warning system

Possible mechanisms may include:

1. Conflict reported to community mediation centers; mainly interpersonal conflict. Each CMC will report on an ongoing (real time) basis, each case of conflict brought to them, disaggregated by VDC, type of conflict, and date reported
2. Have a number of different stakeholders (community reporters, community researchers (EA), youth groups, Carter Center long term observers, etc) report on ongoing local level violence (Gender Based violence; political violence; caste-based violence; inter-personal violence; resource-based violence), intensity and frequency of violence, etc.
3. Based on these reports, Sajhedari will have the system generate alert messages to the concerned stakeholders (internal team, IPs, police, etc) for response mechanism.
4. Sajhedari Bikaas plans to pilot the system internally during the first year. The team will assess the validity and reliability of SMS reports, verify the reports, and make corrective actions. Only then, Sajhedari plans to roll out this system to its partners for usage.

Partners, including SaferWorld, CeLRRd, Instedd and Pact, are currently developing and designing this system, over the coming months. The possibilities above are given here as examples of what the system may be able to monitor. We would like to ensure that the system is flexible enough to be able to adapt to changing circumstances. E.g. if local elections happen during the project period, the system could more closely monitor political violence or conflict.

Finally, the M&E unit will ensure that the system is fully integrated in the PBMS described above and that the data with its geographic tags is available to USAID, project partners, other interested development organizations and the public.

6.9 Perception polls in the community

IDA will run yearly perception polls at community level, to measure the perception of federalism, decentralization and VDC service trends, and to measure citizens' involvement and perception of community development projects. IDA will work with Pact to develop detailed methodologies for these perception surveys.

6.10 Evaluation and special studies

6.10.1 Single and Continuing assessments

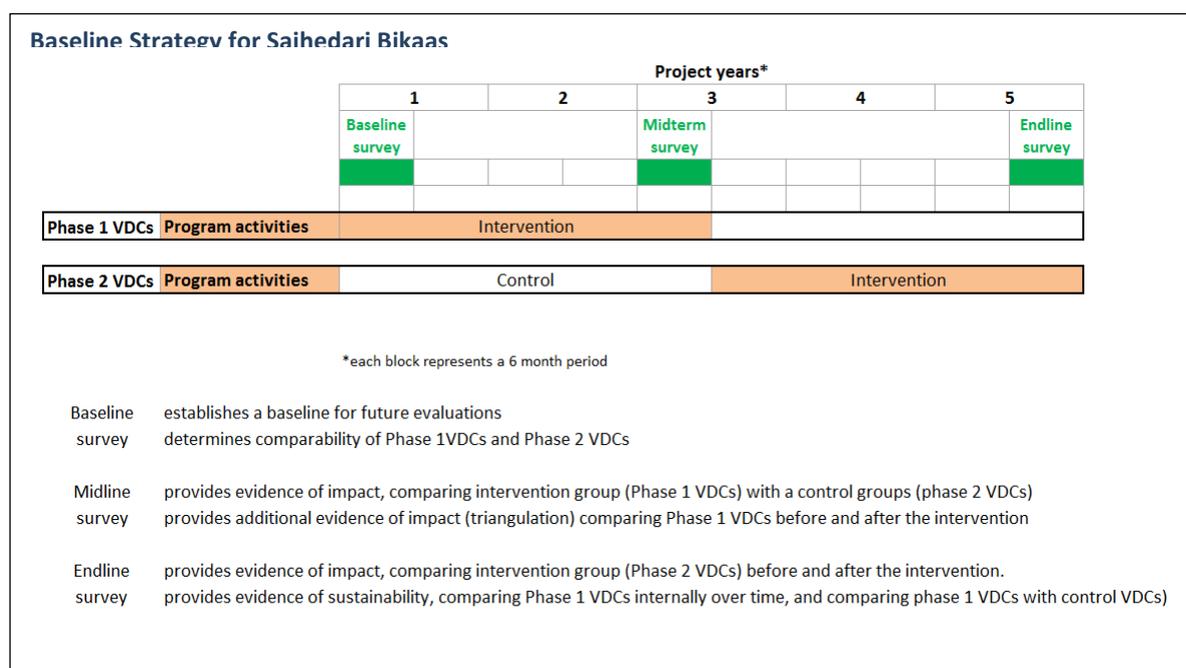
Over the 5 year duration of the project, a number of specific assessment either at the start or repeated assessments will take place to both prepare for the project and to monitor specific activities on an ongoing basis. A list of specific assessments is provided in Table 1.

Table 1: Planned Assessments and Frequency under Sajhedari Bikaas

Type of assessment	Timing	Comments
Rapid assessment of local level conflict and violence	Baseline	Saferworld
Conflict assessments	Quarterly and annually	Linked to SMS conflict monitoring system, Saferworld
Community development assessment	Baseline	NEPAN
Local government rapid assessment	Baseline	CNAS
Violence against women assessment	TBD	
Judicial system assessment	TBD	
Rapid Assessments of youth and women economic groups	At the start of the DNGO work with women and youth groups	DNGOs
Participatory planning methods assessment report	In preparation for the participatory planning training	

6.10.2 Impact evaluation

Baseline/Mid-term/Endline: The phased implementation approach provides a unique opportunity to measure the impact and the sustainability of the project in line with the guidance of USAID’s evaluation policy. The phase 2 VDCs can serve as controls for the phase 1 VDCs, providing for a counterfactual that robustly measures the impact of Sajhedari Bikaas. Pact will conduct the baseline assessment. It is expected that an external evaluator, appointed and funded by USAID will do the mid-term and end-line measurements. The overall impact evaluation will provide for 3 repeat surveys at baseline, mid-term and end-line in phase 1 VDCs (25%) and phase 2 VDCs (25%).



The protocol for the baseline will be developed in such a way that it could be easily adapted by independent USAID appointed contractors for the midterm and endline evaluation surveys. It is anticipated that the baseline survey for the project will be completed by September 2013.

6.10.3 Additional evaluations

The variety of partners and activities will provide opportunities for both Pact, USAID and external collaborators (universities, research institutions, both local and international) to develop additional research activities that will enhance and enrich program evaluation, and will triangulate findings from the routine monitoring system. Sajhedari Bikaas will leverage opportunities for additional quantitative, qualitative or mixed methods research opportunities as appropriate.

Given the dynamic and uncertain political situation, Sajhedari Bikaas will use these SMS conflict monitoring system, perception surveys, evaluations, and other assessments to monitor not just on how the program is advancing towards its intended results but also analyze the changes in the socio-political environment and their impact on the project. These studies will also be used to check our own key assumptions as highlighted in the beginning of this PMP.

As mentioned above, Sajhedari will be implemented in a very dynamic and uncertain socio-political context (constituent assembly election; transition to federalism, potential ethnic uprising in and around the discussion on federalism, etc.) that can make or break the ongoing transition to peace and democratic processes. These events include:

- National elections held
- Local elections held
- Promulgation of new constitution
- Transition to federalism
- Political instability and reemergence of conflict, including ethnic and/or armed conflict, prolonged violent strikes (*bandhas*).
- Disaster in the targeted areas

Sajhedari Bikaas will be closely monitoring any potential progress towards these events as they can impede the project's progress towards its intended results. In such contexts, in consultation with USAID/Nepal, Sajhedari will conduct additional evaluations (perception surveys, rapid assessments) on an ad-hoc basis to check the validity of Sajhedari assumptions and develop contingency plans.

7. Sajhedari’s linkage with USAID’s Country Development Cooperative Strategy:

USAID/Nepal’s CDCS goal for the 2013-2017 period is to realize “increased progress towards a democratic, resilient, and prosperous Nepal.” It further envisions that over the next five years, “Nepal’s national and local government institutions are more representative of the population; more responsive to citizen needs and demands; more inclusive of women, traditionally excluded castes and religious and ethnic minorities, and other vulnerable groups; and more accountable to the citizens they serve.” The primary focus of the CDCS is “targeting governance investments to improve service delivery and in particular the GON’s ability to deliver results in these sectors.” To do so, USAID places emphasis on “the ability of all citizens to participate in and place demands on government, of government to meet those demands, and of citizens to hold government accountable.”

Over the next 4-1/2 years, the goal and objectives that Sajhedari Bikaas intends to achieve are targeted to support the USAID/Nepal’s CDCS goal of increasing progress towards democratic, resilient, and prosperous Nepal. Sajhedari Bikaas interventions primarily support all three intermediate results (IRs) of Development Objective 1—Governance of selected institutions improved. Sajhedari Bikaas will contribute in USAID/Nepal’s CDCS new approach by:

- a. **Governance and System Strengthening:** Sajhedari Bikaas activities are primarily focused at system strengthening of Nepali counterpart institutions (VDC structures, local CBS/CSOs, WCFs, women’s economic groups, youth groups, and UGs) at the sub-national level. Organizational capacity building of partners is the key area that Sajhedari Bikaas lay emphasis upon. Sajhedari Bikaas will use PACT’s standard “Organizational Performance Index (OPI)” tool as a key approach to building capacity of its government and non-government partners.

Illustrative Sajhedari Indicators to support Governance and System Strengthening:

DO 1: Governance of selected institutions improved
IR 1.1: Increased capacity of selected gov’t and non-gov’t institutions
<ul style="list-style-type: none"> • Proportions of DNGOs that have an improved Organizational Performance Index score • Proportion of user groups that improve their organizational capacity • F: Number of sub-national entities receiving USG assistance that improve their performance (government OPI) • Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans • Proportion of ward citizen forums(WCFs) with GESI strategies in place • F: Number of awards made directly to local organization (cross-cutting indicators) • Number of individuals who received USG assisted training, including management and fiscal skills • Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans • F: Number of people affiliated with NGOs receiving USG supported anti-corruption training

<p>IR 1.2: Accountability of selected institutions increased</p> <ul style="list-style-type: none"> • Proportion of citizens who feel that the administration of funds in the VDC is transparent • % improvement in positive citizen views on the effective implementation of community development projects • % improvement in positive citizen views on federalism, decentralization and VDC service delivery • Proportion of Ward Citizen Forums who have tracked their budget allocation • Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects • Number of Ward Citizen Forum meetings that review the village development plan to ensure equitable distribution of local resources • Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards
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b. **Inclusive Participation:** Sajhedari Bikaas approach to inclusive participation will be ensured by mainstreaming GESI in all program interventions. As highlighted in GESI strategy and indicators above, the project will use disaggregated data, measurement, and analysis to track GESI results and outcomes. Identifying GESI gaps at the VDC, ward, and community levels will be utilized to better plan, monitor, and support the implementation of GESI-related changes. In every sector in which the project works, GESI will be reflected and integrated into indicators, achievements, and results. In addition to GESI indicators as highlighted above, Sajhedari Bikaas will support the IR1.3 (Selected Institutions made more inclusive) under Development Objective 1 of USAID/Nepal’s CDCS by ensuring that the supported institutions (IPs, DNGOs, CSOs/CBOs, women and youth economic groups, User Groups, WCFs) develop their own GESI strategies/charters and put them in practice.

Illustrative Sajhedari Indicators to support Inclusive Participation:

<p>DO 1: Governance of selected institutions improved</p>
<p>IR1.3: IR 1.3: Selected institutions made more inclusive</p> <ul style="list-style-type: none"> • Proportion of citizens (disaggregated by gender, caste/ethnicity, age) who indicate that they actively participate in the decisions around VDC community development projects • Proportion of community projects that are allocated to women, youth or marginalized groups • Proportion of ward citizen forums(WCFs) with GESI strategies in place • F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) – (Disaggregated by age and caste/ethnicity)

c. **Expanded use of Nepali entities:** In line with USAID/Nepal’s CDCS, Sajhedari pursue opportunities to implement its activities through locally based organizations, including but not limited to Civil Society Organizations (CSOs), Community Based Organizations (CBOs), User Groups (UGs), and sub-national government entities. Sajhedari will partner with two national-level NGOs (Youth Initiative and CeLRRd) and

at least 9 district-based local NGO partners to implement the project interventions in the targeted communities. With assistance from Pact’s internationally-recognized suite of capacity-building tools (OPI, ONA, OCA), these national and local NGOs will have the staff capacity and contextual knowledge to not only serve as critical implementing agencies in the Project, but also as key guarantors of long-term sustainability. Sajhedari aims to ensure by the end of the Sajhedari Bikaas Project that each of the designated districts will have NGOs capable of sustaining the efforts that ensure their communities are able to access resources for future development; effectively engage women, youth and other marginalized groups in the community’s work to form new local entities; and that communities are assuming the responsibility to build a positive future.

Illustrative Sajhedari Indicators to support expanded use of Nepali Entities

- F: Number of awards made directly to local organization (cross-cutting indicators)
- Number of micro grants provided for community development
- Proportion of community projects that are allocated to women, youth or marginalized groups
- Proportion of user groups that improve their organizational capacity
- F: # of sub-national entities receiving USG assistance that improve their performance
- F: Number of people affiliated with NGOs receiving USG supported anti-corruption training
- Proportions of DNGOs that have an improved Organizational Performance Index (OPI) score
- Proportion of supported FM radio stations that produce quality radio programs that address issues on local government, youth, women, disadvantaged groups
- Number of new/existing women's economic groups formed during the reporting period
- Proportion of VDCs who have youth groups/CMU who participate in the VDC planning process
- F: # of non-state news outlets assisted by USG
- Number of new listener clubs established

- d. **Geographic focus/Programmatic Integration:** Sajhedari Bikaas will be implemented in 50% of the total VDCs of six districts of Mid-West and Far-West Region—2 middle hills and 4 southern plains (Terai) districts. These districts/VDCs will overlap with existing USAID’s Presidential Initiative programs (FTF, GHI, GCC) in these two regions. Sajhedari will coordinate with these programs, in collaboration with GON, other donors, CSOs and private sector organizations, in the targeted districts/VDCs to support the second Development Objective, “Targeted populations made more economically, environmentally, and socially robust.” Sajhedari will build upon existing management structures (like WCFs, CACs, User Groups) and practices prevalent in the targeted districts, instead of creating new ones.