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SAJHEDARI BIKAAS PROGRAM

Sajhedari Bikaas Semi-annual Work Plan #1 December,
2012 - May 2013

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

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The logo for PACT, consisting of a white diamond shape with a smaller white diamond inside it, pointing to the left. The word "pact" is written in a lowercase, sans-serif font inside the diamond.

pact

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Acronyms

ACOR	Alternate Contracting Officer's Representative
ADR	Alternative Dispute Resolution
CA	Constituent Assembly
CAC	Community Awareness Center
CBO	Community Based Organization
CDCS	Country Development Cooperation Strategy
CeLRRd	Centre for Legal Research and Resource Development
CIAA	Commission for the Investigation of Abuse of Authority
CM	Community Mediators
CMC	Community Mediation Centers
CMM	Conflict Management and Mitigation
CNAS	Center for Nepal and Asian Studies
COP	Chief of Party
COR	Contracting Officer's Representative
CPA	Comprehension Peace Agreement
CSP	Community Support Program
DDC	District Development Committees
DNGOs	District Non-Governmental Organizations
DFID	Britain's Department for International Development
DRR	Disaster Risk Reduction
EA	Equal Access
ESP	Enabling State Programme
GESI	Gender Equality and Social Inclusion
GON	Government of Nepal
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit

HDI	Human Development Indicator
IDA	Interdisciplinary Analysts
INGO	International Non-Governmental Organization
InSTEDD	Innovative Support to Emergencies, Diseases and Disasters
LCDI	Local Capacity Development Index
LOD	Local Development Office
LOE	Level of Effort
LGCDP	Local Governance and Community Development Program
MERL	Monitoring Evaluation Results and Learning
NEPAN	Nepal Participatory Action Network
NGCPP	Nepal Governance Citizen Partnership Project
NLSS	National Living Standard Survey
OPI	Organizational Performance Index
PBMP	Performance Based Management Plan
PBMS	Performance Based Management System
PETS	Public Expenditure Tracking System
PMP	Project Monitoring Plan
RDIF	Rights, Democracy and Inclusion Fund
RFA	Request for Applications
RMO	Risk Management Office
RPM	Regional Program Manager
SDC	Swiss Agency for Development and Cooperation
SMS	Short Messaging Service
SWC	Social Welfare Commission
TOT	Training of Trainers
UG	User Group

UN	United Nations
USG	United States Government
VDC	Village Development Committee
WCF	Ward Citizen Forum
WEG	Women's Economic Growth
WP	Work Plan
YI	Youth Initiative

Sajhedari Bikaas Semi-annual Work Plan #1 **December, 2012 – May 2013**

I. Context

Project Background

The signing of the Comprehensive Peace Accord (CPA) in 2006 brought to an end ten years of violence throughout Nepal between Maoist rebels and the Government. The conflict cost more than 13,000 lives, displaced over 50,000 people, disrupted the economy and destroyed countless livelihoods. The agreement brought significant political change, with the re-entry of the Maoists into mainstream politics and the abolition of the monarchy, but did little to change the high levels of political, social and economic exclusion which were an underlying contributory factor to the conflict. Nepal remains the 15th poorest country in the world with chronic poverty entrenched by a complex set of interrelated factors including social and political exclusion based on gender, caste, ethnicity, age, religion, disability, language, and geography. Over 55% of the population live under the international poverty line of US\$1.25/day and are extremely vulnerable to economic, health, social and climatic shocks.

Consolidation of the peace process is needed in order to allow politicians and leaders to focus on longer term development issues. Political instability is also one of the most important constraints on investment and economic growth. Addressing these issues through implementation of the CPA is central to getting the economy growing and increasing opportunities and prosperity for all Nepali citizens. In the meantime, Nepal remains at a high risk of instability.¹

As has been reported by the Mission Director for USAID/Nepal², Sajhedari Bikaas was conceived more than three years ago, perhaps as long as four years back, in a very different social and political context – with the signing of the CPA less than three years earlier, and ethnic conflict, particularly in the eastern Terai (or lowland areas) districts contributing to increased political volatility due to activism by those ethnic groups who felt disenfranchised by their marginalized representation in the resulting 2008 elections for the Constituent Assembly (CA). There was also the issue of ex-combatants, their demobilization formula (based on age, rank, and time in service), and the long-standing potentially destabilizing impact of unemployed and politically marginalized youth. Since 2011, those issues have somewhat abated in the eastern Terai regions, though continue to provide impetus for renewed conflict as the unresolved issues of federalism, a central government without constitutional authority, and the frustrations broiling from the an unwillingness to schedule local elections anytime in the foreseeable future, all contribute to an uneasy local peace, and national economic malaise.

¹ Nepal is ranked number 25 on the list of countries most at risk from future instability in the bi-annual Peace and Conflict 2010 Instability Ledger (Hewitt, Wilkenfield and Gurr, 2010); one of only 3 countries outside of Africa in the top 25 (Afghanistan and Iraq being the others). It is also classified at “Serious” risk by the State Fragility Index and Matrix (Marshall and Cole, 2010). This suggests that structural weaknesses remain in terms of the State’s capacity to manage and prevent conflict.

² Meeting between USAID Mission Director David Atteberry, DMD Sheila Lutjens, Project COR and ACOR, and Sajhedari Bikaas Senior Management, December, 2012.

By 2011 the US Government (USG) had begun reviewing its development program focus, as articulated in its Country Development Cooperation Strategy (CDCS), and began preparing for a realignment of its resources and programming targets – looking beyond “peace-building” and toward resolution of those economic and social factors that contribute to destabilization. Consequently, its geographical area of focus moved east, toward those lowland and low hill districts in the Mid-West and Far-West regions that exhibited both economic and social services need, but also possessed developmental foundations that could be maximized through combined and integrated programming across several sectors (i.e., health, economic growth, natural resources management, education, and governance). It was in this context that Sajhedari Bikaas was relocated to the western regions, and modified to reduce its emphasis on those post-conflict destabilizing factors, to those more immediate causes of conflict – while anticipating elections at the national and local level within its five-year mandate.

Cultural and Demographic Context

The Mid-West and Far-West development region has 24 districts totaling 61,817 sq. km of land area (42% of the land area of the country). The population of the region, as determined in the latest census of 2011, is 5,267,637 (22.8% of Nepal’s total) with a population density of 85.2 persons/sq. km (the national on whole has a population density of 157.3 persons/sq. km). The area is thinly populated, particularly in the hill and “himal” or mountain districts, and scattered across the region, with fewer than fifteen urban concentrations that comprise municipalities. Altogether, there are 956 Village Development Committees (VDCs) and 14 municipalities in the region.

In the Mid-West region, Tharu is the dominant ethnic group with those lowland areas that comprise the Terrai districts. The Tharu make up large proportions of the Bardiya District (53%) and Dang District (32%), while Muslims comprise a significant portion of the total population in the Banke district (21%). In all the hill and mountain districts of Mid-West region, Chhetri (including Thakuri) are the dominant caste group (ranging from 28% to 69%). Other major ethnic groups include Magars in Surkhet (21%), Salyan (17%), Rukum (23%), Rolpa (44%), Pyuthan (31%) and Dolpa (13%); Gurung’s in Dolpa (23%); and Dalits in Jajarkot (28%), Dailekh (24%), Surkhet (26%) and Pyuthan (20%). The population of Dalits, one of the most vulnerable communities in Nepal, is found in all the districts in the region in significant numbers, at a minimum of 5% in Dolpa to a maximum of 28% in Jajarkot.

In the Far-West region, Tharu is the dominant ethnic group in the Terrai district of Kailali (50%); Chhetri’s are a major caste group in Kanchanpur (34%); Dalits and Brahmins are also major caste groups in the Terrai districts of the region. In all the hill and mountain districts of the far-west region, Chhetri (including Thakuri) are the dominant caste group (55% to 69%); other major caste groups are Dalits (17.3% in Baitadi, 20% in Dedeldhura, 26% in Doti, 28% in Achham, 10% in Darchula, 16% in Bajhang and 25% in Bajura), and Brahmins (minimum of 7% in Bajura to a maximum of 20% in Baitadi).

Political and Security Context

The conflict in Nepal ended with the signing of the CPA in 2006. After initial signs of progress, the peace process has tended to lapse into stalemate around a set of contentious issues. However, a breakthrough agreement between the parties on outstanding issues, on November 1, 2011, meant that the climate around the peace process has been more positive and constructive than they were previously. There may now be a unique window of opportunity for the international community, donors, United Nations (UN) programs, and the USG to help drive progress forward and to provide financial and other technical assistance to Government-led efforts.

The birthplace of the Maoist movement was in Rolpa District of the Mid-West region. Though the decade-long conflict in Nepal was brought to a formal end with the signing of the CPA, the impact of its violence lingers, and continues to taint discussions of ethnic and political reconciliation. The conflict claimed more than 15,000 lives -- 1,227 persons remain missing or unaccounted for. Additionally, thousands were disabled and injured by landmines, improvised explosive devices (IEDs) and thousands more were displaced from mines and IED affected areas. Out of the total persons missing, 472 people (at least 50%) are from the Mid-West. A total of 1,558 people were killed in the Far-West from 1996 to 2006, second only to the number of casualties in the Mid-West Region. Similarly, 6,758 people were displaced, 60 disappeared and 65 were left disabled due to the conflict. Underground armed groups involved in abductions, threats, planting of bombs and unexploded ordinances (UXOs), combined with donation drives, have caused an environment of insecurity in the Terai regions. While the presence of these para-military groups is admittedly strongest in the eastern and central Terai, citizens in the Mid-West have experienced security threats, mostly in the Banke and Dang districts.

In addition, a culture of calling bandhs (strikes), chakka jams (bans on vehicle traffic) by political parties, ethnic groups, and individuals to pressure government and local authorities have a negative impact on the service delivery of scheduled programs. Placing the Regional Project Office in Nepalgunj will allow flexibility to travel through India to get to many project districts when there is closure of the East-West highway. The Project's emphasis on local recruitment from the final six targeted districts will also mitigate some disruptions of service delivery.

The Madheshi Context. Within the the Mid-West and Far-West regions in general, and the Terai districts in particular, there were three major political incidents since 2007 to 2012. A Madhesh movement in early 2007 announced to the country that Nepal could not achieve sustainable peace without a more equitable sharing of public resources, and guarantees of meaningful participation for all excluded and marginalized groups in the transitional process. Madheshi overt political expressions of their exclusion from both Nepali politics and culture for over two centuries, called for an end to living a life of 'second-class' citizens in their own country. The early Madhesh Movement resulted in an amendment in the Interim Constitution (IC) with historical provisions, such as their proportional inclusion in a future federalist system in Nepal. Following the Constitution Assembly (CA) election in 2008, Madheshi secured almost one quarter of the seats in the Assembly and emerged as the fourth largest political force in the country. Their consolidation of political voice and power within an otherwise fragmented state, has allowed them to play a decisive role in forming, and collapsing successive governments.

During early months of 2009 Tharu, the largest indigenous group in the terai region, started a terai-wide protest demanding their identity as “Tharu” and not as “Madheshi”. This changed the political color of Madhesh and posed a serious threat to the political slogan of Madhesh-based political parties -- “One Madhesh, One Province”. Growing tension and conflict between Madheshi and Tharu activists took a ‘U-turn’ when the “United-Far-West movement” was announced in early 2012.

The significant migration of dominant caste groups from hill to terai has changed the demography and political economy of western regions, especially the western terai districts. Urban and business growth centers are mostly populated and dominated by hill-dominant groups in western terai and adjoining hill districts; whereas remote, rural and underdeveloped areas are populated by many of the ethnic and marginalized groups. For example, Muslim is the major ethnic/religious group, followed by Tharu, in Banke district where more than 87 caste/ethnic groups live. However, Nepali is the second major language of the district and not Urdu or Tharu. The “United-Far-West movement” of the early 2012 revealed the growing tensions between dominant hill caste groups and the indigenous and excluded groups. Demands for a Tharuwan/Tharuhat autonomous region was backed by indigenous groups and Madhesh-based parties, whereas the “United-Far-West movement” was usurped by traditional elites. The incident proved that debate on federalism was not always peaceful and, sometimes, leads to another cycle of violence.

The conflict and the prolonged transition to peace and stability have contributed to a progressive erosion of the effectiveness of some state institutions. For instance, the absence of sustained and reliable law enforcement is a growing concern, particularly in certain geographic areas like Mid-West and Far-West. In the absence of effective preventive measures by the state, it is more likely that these regions are going to witness another series of conflicts in future, especially during the coming election(s) and state restructuring processes. In this scenario, the Project may experience additional security issues in the region as the government gets closer to making decisions on the constitution and its definition of federalism.

While the All Party Mechanism (APM), a consensual political expedient that allowed for power-sharing after the CPA signing, was not allowed to play a role in the VDC planning process by the Ministry of Federal Affairs and Local Development (MFALD), the APM still functions in practice. The Project will include information-gathering on the role of the APM in the VDC planning process as part of a one-month Rapid Assessment on governance, conflict, and infrastructure that will be undertaken within this reporting period (see section on Rapid Assessment). This will inform the Project’s decision-making and strategies for how best to approach the influence of political parties on VDC decisions and budgets.

Political instability and uncertainty over elections, both central and local, has reduced local employment opportunities by increasing risk to capital investment, which in turn has led to increased seasonal labor migration to India. While the overall security situation has been comparatively calm since the signing of the CPA in 2006, there were some serious conflicts among caste/ethnic groups during the constitution writing process (2008-2012) over the issue of federalism. The project may experience additional security issues in the region as the government gets closer to making decisions on the constitution and its definition of federalism.

USAID has made clear its own assessment of the political situation and context for the Sajhedari Project in the Background statement within Section C (“Statement of Work”) of the Request for Proposal, as follows:

“Recently Nepal has made a move towards the adoption of federalism, which it plans to consolidate with the promulgation of the new constitution. Whatever form federalism takes, it is likely to be accompanied by decentralization. It remains unclear what impact the adoption of federalism and decentralization will have on the roles and responsibilities of local government; however, it is very likely that increased levels of authority, accountability and autonomy will devolve to them, and that there will be a de-concentration of decision-making and resources to central level entities operating at the local level. Regardless of what form decentralization takes, it is important that USAID be positioned to assist communities and the local government in adapting to new governance structures at the local level.”³

Sajhedari Bikaas has evolved to its current Project goal and objectives, that when achieved will enhance and strengthen local civil societies’ and historically disenfranchised groups’ and individuals’ role in local governance, particularly at the VDC level; elevate the organizational and managerial capacity of VDC’s, Ward Citizen Forums (WCFs); and eventually, District Development Committees (DDCs) in anticipation of decentralization and local elections.

Economic Context

The conflict damaged physical infrastructure, community level service centers, and most VDC and line agency service center offices, resulting in line agency service centers shifting to district headquarters. Access to services and overall development were thus further undermined. To this day, some VDC Secretaries still do not report regularly to the VDC offices in the Mid-West and Far-West regions, which decreases community accountability of VDC services and increasing the opportunity for corruption.

Agriculture and livestock are the main employment sectors in the hill districts, and agriculture, particularly food grain production, is the main employment sector in the Terrai districts. Cottage industry activities, micro-businesses, off-season vegetable growing, goats and sheep production for meat are secondary income earners for many living in the regions. Trade and industrial activities are mostly confined in the Terrai districts. Most of the hill and mountain districts have food deficiency during the months prior to monsoon. Food grains are airlifted from the Terrai districts for distribution in the hill districts. Of the 24 districts in the region, almost 14 are food deficit districts and need external support to feed its population.

Except for some districts in the Terrai and hills, most of the districts in the region lack paved or gravel roads. Economic activities in the mountain and hill districts are therefore limited; an increasing number of the economically active male population go to nearby Indian states and Gulf countries for employment. The income thus earned is extremely important for getting non-agricultural commodities, including clothes, to family members. Remittances thus earned, constitute the second largest income sector of the Nepal economy.

Compared to the national average, the basic Human Development Indicator (HDI) ranking is lower in the Mid and Far–West regions. One study shows that the status of the infrastructural and other socio-economic institutional facilities in the Mid and Far-West regions have improved in the last decade, but still about 50%

³ USAID, Request for Proposals (RFP), No. SOL-367-11-000003, p. 9.

of the people in the Mid-West region, and about 55 % of those in the Far-West region, have to walk more than half an hour to reach a health post. Similarly, 43% of the people have to walk more than three hours to reach the nearest bank, and 34% walk the same distance to reach the nearest public telephone.

The National Living Standard Survey (NLSS) II reports that about 45% of the people in the Mid-West, and 41% in the Far-West regions, are below the poverty line as compared to 30.8% in the country as a whole. The heavy concentration of poverty, low social development, weak governance and the high cost of development due to inaccessibility and scattered settlement has compounded the problem of mainstreaming development in the Mid and the Far-West districts of the country.

Although the region possesses vast natural resources as a potential basis for development, it lacks capital resources (financial and human) to exploit natural resources for development gains. The paucity of private development investment in the regions has made it heavily dependent upon central government grants and subsidies.

In the absence of local elections, common distrust among the populace of the appointed representatives at the DDC and VDC level, too frequent manipulation of local development budgets and prescribed local project planning processes, and growing ethnic tensions exacerbated by the political malaise at the central level, and sustained underdevelopment and underemployment, there is an urgent need to improve accountability and the delivery of quality services at the local level, as well as create linkages to both public and private economic stimulus investments. Sajhedari's goal and objectives are highly relevant to the socio-economic context of the Mid-West and Far-West regions. With Sajhedari's focus on improving governance in community decision making and the VDC planning/implementation processes, and anticipated linkage to other governance and development projects in the regions, the Project has the opportunity to create a platform for the improvement of inclusion planning for projects and services delivery for critical development sectors -- income generation, food security, health, and education.

II. Expected Activities

All Phase 1(a) Rapid Start-up Deliverables Completed by the Middle of February 2013

Rapid start up activities include deploying key personnel, the start-up conference with USAID, and delivering financial and administrative plans and procedures that serve as the foundation for compliant Project implementation. During this period, the district-level geographic scope of Sajhedari Bikaas will be determined through the implementation of a Rapid Assessment conducted within a targeted eight (8) districts in the Far-West and Mid-West regions.

Stakeholder Management

Pact recognizes that multiple stakeholder buy-in from the GON is a key to the success of this project. The Project will begin introducing Sajhedari Bikaas to district level government in Banke in late February, under the assumption that the location for the regional office will be determined by the end of January. Meetings in other districts will occur within two weeks after recommendations from the rapid assessments for the

final six districts and corresponding VDCs are accepted by USAID and the MFALD. Pact expects this to occur by the end of March. (See section on Annual Community Plans above for more detail.)

Sajhedari Bikaas has already begun introducing the Project to MFALD and will continue to manage this key stakeholder, especially as final recommendations are made on district selection and VDC selection in March. Recognizing that Sajhedari Bikaas could have the extra benefit of forging stronger relationships between line ministries and local government, Pact will continue to include line ministries in its stakeholder analysis and will seek opportunities to coordinate with line ministries. In particular, the Project will reach out to newly formed governance units created within several ministries. In an effort to minimize corruption, the Project will also meet with the Commission for the Investigation of Abuse of Authority (CIAA) to seek advice and potential collaboration.

One of the key criteria for district selection is the presence of other USG programs. Sajhedari Bikaas could play a key role in USAID's Nepal strategy by enhancing impacts in other development sectors, through improved governance practices at the local level. Therefore, it is important to coordinate with other USAID programs and implementers. Furthermore, Sajhedari Bikaas will seek to coordinate with other donors, including the Swiss Agency for Development and Cooperation (SDC), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Britain's Department for International Development (DFID) and UNDP.

Pact will conduct monthly coordinating meetings with all international implementers based in Nepalgunj. Topics of discussion will likely include coordination related to implementation challenges, sharing information about government counterparts, linking outcomes and results across sectors and projects, and sharing information about local partners. Based on demand and need, these coordination meetings may include local partners, including DNGOs, UGs and local sub-contractors, and field-based senior staff from the "Health 4 Life" (H4L) and "Feed the Future (FtF) projects, among other collegial governance projects.

District Selection (C.6, inclusive of C.7.2 (C)(1)(a,b & c))

Sajhedari Bikaas will ultimately work in 50% of VDCs in six districts (approximately 120 VDCs). Beginning in February 2013, the Project will conduct a Rapid Assessment within eight (8) districts across the Far-West and Mid-West Regions, namely: Rolpa, Salyan, Dang, Banke, Bardiya, Surkhet, Kailali and Kanchanpur districts.. Prior to that process, the Project conducted a three-week desk-top survey of available data sources, collecting district-level data within 11 categories that characterize population profiles, development need, and levels of services delivery within 14 of the 24 districts located in the Far-West and Mid-West regions. The Project had previously eliminated ten districts due to remoteness (the "himal" districts), access (too few access roads of any construct), and sparseness of population. A weighting system of value was then allocated to each category, and each indicator within categories. Project staff collected data from several sources, including mainline Government of Nepal (GON) ministries, the Central Bureau of Statistics, UN-based organizations, and the latest 2011 national census data – some provided through USAID Nepal's offices and Project COR. Following an analysis of all data within categories (which were reviewed and approved by USAID), the Project made its final recommendations for selection of the eight districts which would be targeted by the Rapid Assessment process. A PowerPoint presentation was made to USAID's

Mission Director, senior management team, and COR. A separate presentation was also made to the Ministry of Federal Affairs and Local Development (MFALD). The presentation has been submitted to USAID, including the data Excel spread sheets with embedded weighting formulas and calculations.

Subsequent to the presentations of the eight district recommendation, USAID gave approval to the Project to begin developing the methodologies and implementation plan for the Rapid Assessment. Within this reporting period, the Project will identify and contract with three implementing partners to conduct the Rapid Assessment – collecting quantitative data and conducting qualitative interviews that will present a snap-shot of the following sectors and areas of programming interest to the Project at the VDC level -- Governance, Community Resources and Infrastructure, and Conflict Assessment and Mitigation. After completion of the assessments, and analysis of its data, the Project will recommend six (6) districts in which it will implement its five-year program.

The objective of the rapid assessments is to identify the six (6) districts and VDCs (half of the total number within each district) of operation for the Sajhedari Bikaas Project based on a transparent, rational, and fact-based analysis of the potential eight Far-West and Mid-West districts that were identified through an intensive desk-top research survey and weighting process.

The Rapid Assessment will be coordinated by Charla Britt, Ph.D., who has extensive and recognized social research experience in Nepal. Dr. Britt will provide methodological oversight and technical advice where necessary, to the implementing rapid assessment partners. The Project Finance management team will audit the assessment sub-contracts to assure cost-effectiveness and compliance with financial reporting procedures and formats. By mid-March 2013, the Project will present its findings and recommendations to USAID Nepal for review and approval of the final six districts and concomitant VDCs in which the Project will target its program interventions and activities.

The three rapid assessments will be conducted by:

- Saferworld -- conducting an assessment on conflict.
- The Nepal Participatory Action Network (NEPAN) -- conducting an assessment on community resources.
- The Center for Nepal and Asian Studies (CNAS) -- conducting an assessment on local governance.

Here is an overview of scope and methodology in each rapid assessment:

CNAS (Governance): Drawing on its large network of researchers, CNAS will employ six experts (four senior and two mid-level) and 40 field staff (eight District Supervisors and 32 enumerators) to collect information on local governance in 325 VDCs, 8 Municipalities and 8 districts. Methodology includes desk review and collection of secondary information, field survey and observations, key informant interviews (with DDC Officials, VDC Secretaries, Program Partners, and local leaders), focus group discussions (with members of citizen awareness centers, ward citizen forums, women's groups, and disadvantaged groups) and data triangulation. Semi-structured interview questions and check-lists focus on issues related to governance

and planning at the VDC level (e.g., WCFs, social/public audits, Local Adaptation Plan of Action, and Local Disaster Risk Plans).

NEPAN (Community Development Infrastructure): Ten researchers will collect information about community development infrastructure, drawing on information available from DDC Offices and different line agencies, as well as data available from secondary sources. DDC and VDC profiles will be the major sources of information, and compared with District and VDC level information provided by the 2011 Census. Key informants (VDC Secretaries and District level officers) will be interviewed if basic information about a VDC is not available. Data will be primarily quantitative, and include information about: access to safe drinking water; number of user groups, women's economic groups, Cooperatives, CBOs, and CSOs; number and types of schools, including non-formal education programs and early childhood development centers; kilometers of roads (paved and unpaved); access to VDC centers and market centers (for at least 9 months of the year); households with electricity (grid, solar, and biogas) and latrines; number and types of health facilities; households below the poverty line; and number of natural disasters in the last three years.

Saferworld (Conflict): The proposed research techniques are qualitative, with semi-structured key informant interviews and group discussions. The methodology and tools build on those used for previous conflict assessments, tailored to the specific requirements of this research (with the number respondents, the number of tools used, and the depth of the research reduced given the limited time available for the rapid assessment). One-to-one interviews will be adapted to maximize on the collection of information, by identifying key stakeholders and informants who have a good understanding of the conflict at the national and local level and the linkages between them. Group discussions will be used to collect wider knowledge and information from community members, youth groups and, possibly, ex-combatants. Discussions will incorporate semi-structured questions along with participatory tools, such as conflict mapping analysis tools, to gain information from the informants. The field research will be supported by desk research focusing on conflict and security issues and/or district specific information. Sources will include publications from Saferworld, the Carter Centre, Interdisciplinary Analysts (IDA), International Alert, as well as data available from other actors.

Administrative Deliverables

Within this reporting period, Pact will complete the establishment of several critical Project-related systems, procedures, and facilities, as required as deliverables in the contract, including;

- Communications, Information Technology Systems Established (C.14.1 (G))
- Administrative Procedures Established (C.14.1 (J))
- Office Identified and Leased (C.14.1 (J))
- Grants Management Handbook & Grant Development Cycle (C.14.2(B))
- Financial Guidelines and Systems Established (C.14.1(L))
- Anti-corruption Policies, Procedures, and Practices Established (C.11, C14.2(E))
- Procurement Guide and Systems Established (C.14.2(F))
- In-Country Grant-making Capacity Established (C.14.2(G))
- Property Inventory Established and Inventory Management Plan Submitted (C.14.2(H))

Gender Equality and Social Inclusion Strategies (C.12, C.14.2(C and D))

Gender Equality and Social Inclusion (GESI) strategies will also be completed under consultancy contract by Charla Britt, Ph.D., who has significant experience working on gender and social inclusion issues in Nepal. The strategy will build upon existing GESI strategies established by GON Ministries,⁴ as well as GESI strategies completed by other international organizations and USAID.⁵ The Project will integrate the findings and recommendations provided within the GESI strategy in all aspects of its work – including, but not limited to, staff recruitment and employment, program development and approaches, community contracting, procurement, etc.

Phase 1(b) Start Up Deliverables Completed by the End of April 2013

Office Identification and Leasing Pact will open a centrally-located Regional Project Office within one of the targeted geographic districts soon after the eight districts have been selected for the Rapid Assessments, with the expectation that the office will be fully operational by the end of February. Since the geographic scope has diverged from assumptions made during the original proposal, the deliverable of Office Identified & Leased under C.14.1.(J) due 45 days after award, will refer to the Kathmandu office and not the district based office in the geographic target area.

Staff Recruitment Pact plans to hire the majority of the Project staff from the targeted geographic area, thereby tapping into local knowledge and fluencies in local languages. Pact expects that all vacancies will be filled by the end of March. All Key Staff will be employed by mid-February, with all senior-level staff employed by the end of February.

Project Introduction within the Target Districts and VDC's Within two weeks of USAID review and approval of the Rapid Assessment recommendations of Project target districts and VDCs, Pact will begin the incremental introduction of the Sajhedari Bikaas project to government leadership within the six districts. This effort will be led by the Project Chief of Party and Deputy Chief of Party, and include introductory presentations of the Project's Goal and Objectives, one-page brochure handouts (in English and Nepali languages) describing the Project, and personal site visits to each respective District Development Committee office and Local Development Office (LDO). Discussions at the first introduction meetings will include the Project's provision of regular reporting mechanisms, meeting schedules and representation, and communication links between the respective DDC/LDOs and the Project. Introductory meetings will be scheduled by the two Regional Program Managers, who have extensive civil society strengthening and development program management experience in the target regions.

An official launch of the Project in April, to be held at the new Project Regional Office, will end the Phase 1(b) Start Up, and will be coordinated with USAID. The launch ceremony will include government officials,

⁴ "Health Sector Gender Equality and Social Inclusion Strategy," Ministry of Health and Population, Government of Nepal, December 2009. "Gender Equality and Social Inclusion Operational Strategy," Local Governance and Community Development Program, Ministry of Local Development, Government of Nepal, April 2009.

⁵ "Gender and Inclusion Assessment," USAID/Nepal, Charla Britt, Ph.D., July 2007.

donors, collegial UN, International Non-Governmental Organizations (INGOs), USAID project representatives, and civil society organizations.

The following activities play a critical role in setting a solid foundation for the achievement of the Project objectives, and are articulated in both the Project Proposal and Project Contract. Most will be initiated within the first six months of the Project, but others remain outside the scope of this Work Plan. They are presented as formatted within the Contract document, following, as closely as possible, the framework laid out in Sections C.7.1-4.

Development of the PBM, Results Framework, and Data Reporting System

In compliance with the Contract “Deliverables” (ref: C.14.2(I) and C.14.2(K)) Sajhedari staff will develop and establish the Performance-Based Management System (PBMS) and Results Framework, in conjunction with, and complement to, its Conflict Mapping SMS data reporting system (see below). The Results and Measurement (R&M) team has started with the development of a results framework, a logical model for each of the four objectives and a performance based management plan (PBMP). These M&E tools will be based on the Contract specifications, and will build on and strengthen the current M&E systems of the national partners (Equal Access, Youth Initiative, CeLLRd and Saferworld). In a first phase, a series of meetings with these partners and with Sajhedari Bikaas staff has provided a good understanding of the whole project, the different roles of the national partners and their M&E systems. This has generated a number of potential synergies and collaborations between partners (e.g. Saferworld and CeLLRd in terms of conflict monitoring; Equal Access’ use of interactions with their listeners -- listeners clubs and SMS platforms to communicate with community members -- and Youth Initiatives youth clubs).

Currently, the Results & Management (R&M) team is developing a draft logical model and output and outcome indicators for each objective. These will be shared with national partners and the Sajhedari Bikaas team for review, inputs and finalization by 15 March 2013. This activity is being undertaken in conjunction with meetings between each of the Project’s implementing partners and Sajhedari staff, to review and confirm the Year I Annual Work Plans, insuring full integration of results measures indicators with planned activities and deliverables for each Project partner. This activity/indicators review process will continue through the end of February, and include budget review and funds expenditure projections for Year I for each partnering organization. The final PMBP and Results Framework will be presented to USAID Nepal within the timeframe specified in the Contract document.

Sajhedari staff will also work closely with and coordinate with InSTEDD, Saferworld, and CeLLRd in the development of an SMS conflict monitoring system that can provide important ongoing information to inform conflict mediation activities.

Finally, the R&M team is ready to develop and implement a baseline survey that will further inform and fine-tune the M&E tools mentioned earlier. The Baseline Survey, though prescribed in both the Sajhedari Bikaas RFP and concomitant Contract, did not specify an implementing agent. During this reporting period, Pact will present USAID Nepal with a Concept Note, Budget, and Budget Narrative in support of its timely implementation and completion of the Baseline Study.

OBJECTIVE A: Enabling Environment for Community Development

Result 1 – Early responses that address the causes and consequences of instability and conflict are institutionalized

(1) Alternative Dispute Resolution (ADR)/Community mediation

(1.a) Conflict Assessments

GIS/SMS Reporting for Conflict Assessments

Data flows and the feedback mechanisms are critical to the Project and will be built into the Performance Based Management System (PBMS). Development of the PBMS will begin in January, with the arrival of Pact's Deputy Director for Monitoring Evaluation Results and Learning (MERL), Joris Vandelanotte. Innovative Support to Emergencies, Diseases and Disasters (InSTEDD) will travel to Nepal in February and will begin introducing technology solutions for VDC conflict incidence reporting through Short Messaging Service (SMS). The Project anticipates full operational capability of the mapping functions by the end of May 2013, and implementation starting in June 2013. This system will provide the technological capacity to build a conflict early warning system, with monthly and quarterly assessments of conflict beginning by July, 2013. The PBMS Manager, and the Deputy Director for Pact's MERL unit will insure that InSTEDD's operational and data management platform is integrated into, and compatible with, the Project Monitoring Plan (PMP) data management and reporting system.

(1.b) ADR Activities

Community Mediator Network

The Project will integrate conflict mediation and transformation mechanisms into village, ward, VDC and district institutions, thereby mainstreaming Alternative Dispute Resolution (ADR) and the Community Mediation (CM) functions and mediators. Conflict transformation mechanisms usually rely on endogenous structures and social capital to bring about positive changes in conflict and post-conflict social environments, rather than using exogenous mechanisms. Therefore, it is consistent with the spirit of the Project to work with existing mechanisms, institutions, and established ways of solving conflict at the local level rather than presuming that conflict remediation and solutions derive from external sources. This presumption, and consequential social programming interventions, are a key component to many Disaster Risk Reduction (DRR) strategies that build upon and strengthen indigenous social "resiliencies" to natural disasters, but also mitigate and preclude localized conflict from spreading beyond their immediate geographical context.

The Center for Legal Research and Resource Development (CeLRRd) will start implementing activities critical to rolling out CM and ADR approaches to local level conflict issues. Their activities during the first six months will focus on identifying a Regional office location and key staff, as well as developing the necessary training packages for CMs and Community Mediation Centers (CMCs) in ADR. The Project will assist CeLRRd in start-up operations and temporary office accommodation, if necessary, to insure their smooth transition into the region.

Violence Against Women Assessment

The Project will request personnel approval for an expert on gender and conflict, Laura McGrew, to travel to Nepal and begin assessing the linkages of ADR and community mediation to violence against women. Specifically, the study will look at the accuracy with which the CMs are referring gender-based violence allegations to the formal judicial system versus managing these actions at the community or VDC level outside of the formal judicial system. The recommendations of the study will influence ADR and CM trainings, media campaigns and will most likely influence Gender Equity and Social Inclusion charters.

Result 2 – Enduring solutions to the problems that drive conflict are adopted

(1) Capacity Building & Community Stabilization

(1.a) Engagement of Community Based Organizations (CBOs) and User Groups (UGs)

(1.b) Establishment and Expansion of New Women’s Economic Groups

The Project will conduct a rapid assessment of Pact's previous women's economic empowerment groups in the targeted districts in April. Pact previously worked under USAID funding in some of the districts of the Far-West and Mid-West regions, and some of the women’s economic development groups still exist. When possible, the project will build upon the capacity of existing women’s economic groups, and when there is a gap, will consider forming new groups. Based on that rapid assessment, the project will contract a consultant to develop the women’s economic development curriculum. Pact has a strong curriculum in Nepalese already based on previous work but will look to update those materials based on the evolution of the methodology since 2007. It is anticipated that during this reporting period, the Project will request USAID approval of engaging Pact’s experienced and innovative Women’s Economic Growth specialist, Laura Tubbs, for a short-term consultancy. Ms. Tubb’s currently works with Pact in their community-based successful micro-finance project in Myanmar, and is an experienced trainer in Pact’s [WORTH](#) community-based women’s savings and investment methodology. The Project will also request USAID/COR and CO approval for creating a new Level of Effort (LOE)-supported Women’s Economic Growth (WEG) Manager position, to be recruited from the Regional Office in April and May. Ms. Tubbs consultancy would dovetail with that recruitment to insure the new WEG Manager’s overlap with her training and professional development of Project staff in the WORTH methodology and approaches.

(1.c) Youth Engagement

Pact will begin its work with Youth Initiative (YI) in March, which will initiate the process for mobilizing youth clubs leading to youth action plans and other youth activities to be achieved in later reporting periods. YI will also conduct an assessment of youth clubs in the chosen districts in April and provide recommendations on either the mobilization of existing clubs or formation of new clubs. The assessment will also determine the types of activities that YI will encourage youth clubs to undertake once they are mobilized. These activities are likely to range from advocacy to awareness raising and community improvement.

By the end of May, YI will begin selecting and forming youth clubs. YI will also establish the capacity development curriculum that it will provide the youth clubs, which will contribute to achieving the Project’s

objectives. Specific capacity development activities are still undefined, but are likely to include training on community mobilization, strategic planning, managing community meetings and managing funds. Pact's mentoring and coaching methodology may also play a role in building YI's capacity to monitor progress as it mentors youth clubs.

In April, 2013, Matt Reeves, Pact's Global Director of Capacity Development, will spend two weeks in Nepal training Pact staff on a variety of capacity building concepts and tools. This visit may also include designing a concept for linking capacity development for youth clubs to Pact's Local Capacity Development Index (LCDI). The Sajhedari Bikaas GESI strategy will include a review of all proposed project activities and recommendations to ensure inclusion of marginalized and excluded groups, including youth.

(2) Media Campaigns

During the first six months Pact will be working with Equal Access (EA) to define radio programming around Project objectives. During the first year, the Project envisions developing media content themes and not campaigns. This will allow the Project time to further collect fact-based information which will influence decisions on media campaigns. Additional studies including gender-based violence; polling conducted by IDA on perceptions of federalism, decentralization and VDC services; conflict mapping; and priorities coming out of youth action plans will help to shape future media campaigns.

Pact and EA are aware that an absence of regulations on broadcasting creates a risk that community radio stations can be easily co-opted by political interests. According to a UNESCO report in 2011, "Absence of concrete and well-articulated definitions, norms and standards for community radios has led to a crisis of identity ... silence and ambiguity in the part of the law has led to opportunistic and exploitative use of community radios. Distinction between community and commercial broadcasting is becoming increasingly unclear."⁶ Pact and EA will develop procedures for due diligence in the radio selection process, building upon EA's extensive knowledge of broadcasters across Nepal.

OBJECTIVE B: Communities Access Resources for Development

Result 1 – Inclusive community strategic planning processes established

(1) Assessments

Pact will manage three rapid assessments in eight districts to determine which Village Development Committees (VDCs) will serve as Project target areas. Specifically, these assessments will be conducted by the Center for Nepal and Asian Studies (CNAS), Saferworld and Nepal Participatory Action Network (NEPAN) to analyze the status of local governance, conflict and community development, including analysis of local-level budget and resource issues and the Project's potential impact on resources. These are rapid assessments used for determining VDCs and not for establishing the baseline of the Project. Based on these assessments, Pact will recommend VDC priorities for Sajhedari Bikaas implementation in six (6) final districts. Sajhedari Bikaas will coordinate with USAID on final selection of VDCs. Pact and USAID will then present final selection of VDCs to the MFALD for final approval by the GON.

⁶ "Community MHz: Assessing Community Radio in Nepal"; UNESCO, Kathmandu, 2011.

In addition to looking at rural VDCs, the project will explore opportunities to work in municipalities in the targeted districts. These potential municipalities, and their concomitant WCFs, will be included in the recommendations of final VDCs that will receive project inputs.

(1.a) Community Development Assessment

See above.

(1.b) Local Governance Assessment

See above.

(2) Inclusive Participatory Planning and Action Processes

(2.a) Participatory Planning Methods Assessment

Fundamental to the project will be strengthening the existing VDC planning process, including the links it has to the Ward Citizen Forums (WCFs) and District Development Committees (DDCs). The current Local Self-Governance Act of 1999 is strong on defining the development planning process. In practice, there is uneven adherence to the Act, its 14-Step prescriptive planning process, or its revenue targeting guidelines. Communities often don't know their participation and decision-making rights. This leads to possible avenues for corruption, lack of accountability, low level of participation of marginalized groups, and a decrease in the amount of resources that make it to the local level.

Pact will hire a consultant to be responsible for conducting a participatory planning methods assessment and achieving two major deliverables: development of a community planning training package and a community contracting training package. Pact recognizes that there is a wealth of community planning materials in Nepal. Pact will work with the consultant to survey existing materials and assess whether to develop new materials or use what has already been developed.

Pact will request approval for Sarah Wood to achieve these deliverables. Ms. Wood has significant experience in Nepal, has served as Chief of Party under ARD's project in Nepal, and has deep technical knowledge, which Pact believes can lead to effective participatory planning methodologies under the Sajhedari Bikaas Project.

Community Planning Training Package. Pact will be responsible for developing a comprehensive training package for the selected governance District Non-Governmental Organizations (DNGOs), which outline the ways in which the project will achieve the contract's objectives, with a particular focus on Objective B and C. This training package will focus on the Community Planning process with particular attention to incorporating the Project's three key principles; 1) social inclusion, inclusive governance, and inclusive local development, 2) community based participation, and 3) local accountability. The comprehensive training package will dovetail with, and be inclusive of, the Government of Nepal (GON) Ministry of Federal Affairs and Local Development's (MFALD) 14 Point Process, and also follow the government's annual planning

timeline. The Project's implementing DNGO's will be selected in part for their knowledge and practice of the three key principles in their community organizing and development work, and will receive additional training from Pact and Sajhedari staff, on community project planning practices, including funds accountability management systems, that reflect and sustain those principles.

Community Contracting Training Package. Pact has a Community Contracting Manual and methodology which can be applied to Nepal. The Community Contracting methodology focuses on GESI and other methodologies for community level granting and contracting. The emphasis is on how communities themselves manage a transparent and accountable contracting/granting process and not on the external agents' management of community grants and contracts. In Pact's experience this leads to greater social capital between stakeholders and sustainable practices in community planning and procurement for community development.

(2.b) Training

The consultant responsible for developing Nepal-specific community planning and community contracting methodologies will be responsible for ensuring that Pact program staff are well versed in the training modules and can conduct the module trainings with governance DNGOs. The consultant will also be responsible for tailoring the existing community contracting manual to the Nepal context, adding any best practices identified, and providing a Training of Trainers (TOT) event that ensures Pact program staff are well versed in the training modules so they can conduct the module training with governance DNGOs.

(2.c) Integration of "Do No Harm" and "Safe Effective Development in Conflict" Principles

The Project will contract with Saferworld to not only participate in the Rapid Assessment of the eight (8) targeted districts of the Far West and Mid-West regions, but to provide training to Pact senior Program staff in "Do No Harm" and "Safe Effective Development in Conflict" principles and practices. Saferworld has developed these training curricula through research and practice in post-conflict and conflict-ready social environments and will continue their relationship with Pact through an on-going mentoring of staff in the principles and practices of "Do No Harm" as well as advising Pact on its approaches to development activities within the VDC's and Ward Citizen Forums. It is unlikely that Saferworld's "Do No Harm" training will be conducted within this reporting period, but certainly within the second half of Year I. Saferworld will also conduct an assessment of ex-combatants and their assimilation into normal social and economic life within the final six districts. This initial assessment of ex-combatants may not be undertaken within this reporting period, but is planned within the early months of the second half of Year I. Saferworld will produce its assessment report on ex-combatants, demobilization, and potentiality of conflict among this group for Pact, which will inform both the work and training of CeLLRd-supported CMC's, and Youth Initiative's outreach to youth within the target districts.

Result 2 – Strategic community development plans established

(1) Annual Community Plans

Sajhedari Bikaas will introduce the project to District Development Committees (DDCs), and Local Development Officers (LDO's). DDCs oversee the Village Development Committees (VDCs) and will be key stakeholders in the selection of the VDCs. Pact's senior staff in Nepal, including the Regional Program Managers (RPMs) will meet with DDCs and their respective District Development Officers (DDOs), along with the LDO's, beginning with Banke in March, and meetings with all other DDCs during the final phase of selecting VDCs. RPMs will introduce the Project through a full day of face to face meeting with each DDC, beginning with a PowerPoint presentation to introduce the project, followed by reviewing information packets and translations of Project materials. Pact will explore opportunities to conduct these initial Project introductions to the respective LDO's, DDC's and VDC's in conjunction with other USAID initiatives starting up in the target regions.

The extent of the DDCs' role must be discussed and decided by Pact and USAID before introductory meetings begin. It is important that Pact not create expectations, but assure integration and coordination with existing planning processes, assuring transparency, and providing clear channels for open communication, including introductions to the RPMs for each district. The DNGO solicitation process will be discussed in detail, so that each respective DDC/LDO and VDC will be assured that a public, inclusive, and transparent solicitation and proposal-review process will be undertaken by the Project. Pact will discuss inclusion of the DDC's representative and LDO on the DNGO proposal review committee with USAID before the introductory meetings. Other introductory agenda items and issues to be discussed will be done in consultation with the Project's COR and Alternate Contracting Officer's Representative (ACOR).

(1.a) Village Development Plans

Community Planning

The projects will work through the DNGOs to build the capacity of CBOs and UGs to establish participatory decision making and implementation of community projects in accordance with the existing VDC process as outlined in the Local Self-Governance Act and Social Mobilization Guideline of 1999. Community participatory planning and Social Mobilization guidelines, established by the on-going UNDP/GON Local Governance and Community Development Programme (LGCDP) in 2010 will also be referenced and where applicable, incorporated into Pact's Community Planning and Community Contracting guideline and trainings. During the first six months, the Project will develop a community planning package for DNGOs that build upon existing materials and further deepens the approaches in order to achieve the Project's objectives. In addition, Pact will develop a community contracting package which builds the capacity of communities in contracting activities/services in a transparent, accountable and participatory manner. The inclusive and participatory Community Contracting approaches provide local government bodies, the private sector and CSOs with standards including: preparation of tender documents, advertising community tenders, opening and evaluation of bids, awarding the contract and the project supervision, and monitoring the contract.

Pact's Organizational Performance Index (OPI) is used to analyze organizational change, particularly with regard to performance and the link between capacity development inputs and their impact at the community level. During the first six months the Project will develop a tailored OPI tool and train Pact Nepal staff to implement the OPI tool which will be used to measure the capacity changes of DNGOs and key national partners.

Recognizing that the LGCDP has worked throughout Nepal, Pact will initiate meetings with its leadership and seek opportunities for linkages to their existing work. Pact will make recommendations in the next six months related to how and if Sajhedari Bikaas should leverage social mobilizers from LGCDP. Along with other USAID project coordination meetings in the Far-West and Mid-West regions, Pact will fully participate in all local and regional coordination meetings held by either LGCDP or MFALD.

Because the Project's approach is to build sustainability by building on existing resources, the Project will define the entry point in the VDC planning and implement process for the initial DNGO work with communities. Due to the lack of an agreement between the major political parties at the national level, there is no agreement on the national budget for this year. If there is no budget agreed to, then the VDCs may not get their budget for this year. In addition, LGCDP is in their no-cost extension and it appears that donors may not provide full funding as expected. This places further risk on VDC's budget, especially for marginalized groups' activities which is a focus for LGCDP funding. The Project will analyze the situation, dovetail that with where VDCs are in terms of the planning/implementation process of annual plans and provide recommendations to USAID as to what are the most viable activities to start with at the community level for the second half of the first year.

DNGO Selection

As one of its core approaches to sustainability, Sajhedari Bikaas is working to ensure that each designated district will have DNGOs capable of sustaining efforts at the district level that ensure 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 – the tangible practice of the Projects three defining Key Principles. The program will partner with one strong DNGO per district, through a competitive bidding process, to play a critical role in implementing activities across all four objectives. DNGOs will be the primary institutions interfacing with communities. Pact will build upon the work preceding it, wherever possible, by other “governance” projects such as UNDP/GON's LGCDP, DfID/GIZ's Enabling State Programme (ESP), the Rights, Democracy and Inclusion Fund (RDIF), Community Support Project (CSP/CARE and RRN), and others.

During the first six months Pact's regional program managers will begin surveying the districts to identify DNGO's that have governance and women's economic development capacity. The project plans to award Grants Under Contracts to six governance DNGOs (one/district) and three women's economic development DNGOs (one/two districts).

Sajhedari Bikaas will issue a Request for Applications (RFA) for DNGOs in May, setting a three month process of DNGO selection in motion, ending with signed agreements around the end of June or early July. The project will use NGO networks and usual print, radio, and electronic media outlets to announce the RFA so that it reaches as wide an audience as possible. The Project staff will conduct RFA information meetings in each of the districts where interested DNGOs can clarify questions they have. All deliberations will be posted on a public site so that questions across districts will be available to all interested DNGOs.

The Project will establish a DNGO selection committee which will be outlined in the Grants Management Handbook, due on day sixty five of the contract. The Sajhedari Bikaas grant solicitation will highlight and give weight to DNGOs with strong governance and women's economic development capacity in their respective districts.

It will be essential that the Project has a very transparent and open RFA process. Based on experience gained from the previous Nepal Governance Citizen Partnership Project (NGCPP), DNGOs can be politicized at the sub-national level and it is critical that DNGOs understand the process and see it as credible.

(1.b) Two-year Plans

No activities this period.

(1.c) Community Needs Mapping

No activities this period.

(1.d) Ward Citizen Forums (WCFs)

No activities this period.

(1.e) WCF Accountability

No activities this period.

(1.f) Media Campaigns for Inclusive Planning

See Objective A, Media Campaigns.

Result 3 – Community-based organizations advocate for needed resources for financial, technical, and commodity support

(1) Community Access to Resources

(1.a) Support to Resource Mobilization Committees

No activities this period.

(1.b) Fundraising Plans

No activities this period.

(1.c) Resource Outreach Plans

No activities this period.

(1.d) Building Communication Capacity

No direct activities this period, however DNGO selection and development of Nepal-context specific community planning and community contracting methodologies, which are described above, will lead to community capacity building activities in subsequent periods.

(1.e) VDC Level Resource Outreach Plans

No activities this period.

(1.f) Micro-Grants & Sub-Contracts for Community Development

No activities this period.

OBJECTIVE C: Communities Implement Inclusive Development Projects Effectively

Result 1 – Mechanisms for transparent administration of funds institutionalized

(1) Transparent Administration of Funds

To insure the transparent administration of funds, Pact will within this reporting period submit to USAID documentation codifying its policies and practices of sound, tested, and transparent financial practices in its administration of Project funds, and its funds allocation processes through Grants Under Contract and Sub-Contracting mechanisms. Those documents include Pact’s “Financial Management Framework,” “Grant Management Handbook,” Procurement Guide,” and its “Anti-Corruption Policies, Practices, and Procedures” guidelines. All of these documents form a contextual and procedural basis for the sound and responsible financial administration of funds. But, they are not static. They will be continually updated and reviewed for applicability within the day-to-day context of Project implementation. Pact will periodically engage national specialists in anti-corruption and fraud mitigation practices and policies, and professional external auditors to examine its internal financial practices, and its grant-making and grants’ accountability procedures to insure that Project funds are used for purposes intended – promotion of Project objectives and outcomes.

(2) Community Contracting

During this reporting period Pact will contract with Sarah Woods, a specialist in Community Development and Nepal governance project management, to develop and train Sajhedari senior Regional Program staff in the methodologies of Community Contracting. The consultant will provide the Project with proposed activities and approaches to Community Contracting, and produce curricula for the proposed Community Contracting Training of Trainers (TOT). She will also mentor the Project staff in their initial trainings of the Community Contracting methodology with our implementing DNGO’s to insure full competency in the training presentation and delivery to targeted DNGO’s and CSO groups.

Result 2 – Inclusive management systems adopted

(1) Inclusive Management and Decision Making

Inclusive Participatory Planning and Action Processes

Saferworld will play a critical role in designing conflict sensitization materials and sensitization training for all nine DNGOs that will integrate 'Do No Harm' and 'Safe Effective Development in Conflict' approaches and principles for VDC level activity implementation. Saferworld will develop training curriculum using "Do No Harm," "Reflecting on Peace Practices," "Safe, Effective Development in Conflict" and other applicable tools. They will train Pact, EA, YI, and CeLRRd in these peace building tools, thereby decreasing the propensity for conflict during village development planning. Activities using these tools for the Project's participation in the village development planning activities will occur the next reporting period.

By the end of the Project, Sajhedari Bikaas will work with thousands of community based organizations (CBOs) and user groups (UGs) to establish Gender Equality and Social Inclusion (GESI) Charters. The development of these Charters will be conducted with strong participation of community members to ensure ownership. They will focus on standards requiring women, youth, and marginalized group participation in decision making and implementation of community projects.

The first stage in this activity commences with the arrival of Dr. Charla Britt on January 22, 2013. Dr. Britt will write the Sajhedari Bikaas GESI strategies which will include recommendations on Social Inclusion Charters. The strategies will be based on desk research, including a review of similar strategies published by MFALD, the Ministry of Physical Planning & Construction, the Ministry of Forests and Soil Conservation and the Ministry of Health. In addition, Dr. Britt's recommendation on the GESI strategy will include findings related to the inclusion of ex-combatants in the project activities. In the next reporting period, Pact will begin developing the training packages on GESI for CBOs and UGs.

In January, February and March, Dr. Britt will also oversee three rapid assessments at the district level, on local governance, conflict and community development (described above under Objective A).

(2) Accountability, Transparency, and Inclusion Mechanisms

Result 3 – Systems for sustainability established

(1) Project Maintenance

No activities are anticipated for this reporting period.

(2) Skill Transfers to Manage User Group Funds

No activities are anticipated for this reporting period.

OBJECTIVE D: Local Government Units Function Effectively

While the first semi-annual Work Plan focuses on initial activities in Objective A and laying the foundation for Objective B-C, the achievement of activities under Objective D is mostly designed for future work

plans. Still, the Project will conduct some initial studies and capacity development activities, which represent benchmarks to laying the foundation for Objective D.

Objective D Strategy

Pact's Director of Governance will travel to Nepal in May, 2013 to lead the design of the Sajhedari Bikaas Objective D Strategy. In order to achieve this, Pact will hold discussions with USAID on Objective D activities so that there is a common understanding of prioritized inputs in the absence of local level elections. The Objective D Strategy will be finalized by May, 2013.

Result 1 – Local government officials effectively carry out their mandate

(1) Perceptions of VDC Service & Federalism

Governance Perceptions Polling

In April/May, Interdisciplinary Analysts (IDA) will begin a study to identify perceptions on federalism/decentralization and VDC service delivery. IDA will conduct the polls on an annual basis after this reporting period. The results of these polls will influence the content of media, possible inputs into the VDC planning and implementation process, the development of campaigns, and other activities. It will also provide a window into the thinking across the region around critical national and local issues.

(2) Local Governance Barometer

No activities this period.

(3) Facilitating VDC Function in Program Activities and Capacity Building

VDCs will be identified through the Rapid Assessment process, and in concurrence with USAID, selected in late March. VDC function in program activities will not begin until after DNGOs are selected. Most capacity development activities benefiting VDCs will be delivered by DNGOs through the Project's TOT training activities, or through provision of organizational capacity-development trainings provided by local consultants and specialized Project staff.

(4) Women VDC Secretary Forums

No activities this period.

Result 2 - Local government units and CBOs/CSOs collaborate to identify local development priorities

(1) Stabilizing Central Government Fiscal Commitments to Communities

No activities this period.

Result 3 – Communities engage in local government budget and planning processes

(1) Public Expenditure Tracking

No activities this period, but planning and assessments will be anticipated during the consultancy term of Matt Reeves.

(2) Monitoring Community Development Project Results through Perception Surveys

No activities this period.

III. Cost Estimates for Each Major Budget Category

Award Budget Line Items	Amount
I. Operation Costs	
Salaries and Wages	\$238,470
Fringe Benefits	\$71,811
Consultants	\$109,735
Travel and Transportation	\$113,655
Allowances	\$51,503
Equipment and Supplies	\$324,961
Other Direct Costs	\$112,444
II. Program Costs	
a. Grants Under Contracts	
CeLRRd	\$35,851
Youth Initiative	\$23,852
GUCs Subtotal	\$59,703
b. Subcontracts	
Media - Equal Access	\$171,699
Conflict Assessments & Capacity Building - Saferworld	\$54,058
Assessment on Local Governance - CNAS	\$39,402
Assessment on Community Development - NEPAN	\$8,524
GIS System Development and Training (InSTEDD)	\$45,128
PBMS Development (TBD)	\$40,000
Sub-Contracts Subtotal	\$358,810
Total Estimated Direct Costs	\$1,441,093
Indirect Costs in accordance with NICRA	\$325,607
Fixed Fees	\$68,877
TOTAL Estimated Cost Plus Fixed Fee	\$1,835,577

IV. Support Needs

- Critical assumptions about support needed from USAID:
 - Waiver needed for sub-contract to Saferworld as a third country implementer. Pact is exploring other options in case a waiver is not possible.
 - Personnel and STTA consultancy approvals.
 - Equipment approvals (see procurement list below).
 - Target 8 Districts approved by January 15, 2013.
 - DDC buy-in to Project goal, objectives, and approaches achieved.
 - Target VDCs approved by end of March 2013.
 - Approval of deliverables that require USAID approvals.
 - Participation in Start Up conference and Project Launch.
 - Liaison with Ministry of Federal Affairs and Local Development.
 - Introduction to key stakeholders important to the Project (donors, government, civil society entities).
 - Approval of PBMS, PMP and Results Framework.
 - Long-term, non-tourist visas obtained for Project expatriate staff.

- Critical assumptions about support from implementing partners:
 - Local level conflict, local governance and community development assessments must be completed by March 1, 2013 in order to make selection of target VDCs by March 2013
 - Partners identified in the original proposal submission have capacity to implement their scopes of work.
 - Costs incurred in shifting to a different geographic area can be managed within allotted budgets while still maintaining quality and outreach expected.
 - DNGOs in targeted districts have initial capacity to be considered as viable partners.

V. Dates Proposed Projects will Be Submitted to USAID for Approval

Pact anticipates submission of the following projects will be submitted to USAID: Consent request for CeLRRd and Youth Initiative grants under contract	February 15, 2013
Consent request to sub-contract form for IDA	March 15, 2013

VI. Dates for Report Submissions

Monthly Report 1	January 9, 2013
Monthly Report 2	February 7, 2013
Monthly Report 3	March 8, 2013
Monthly Report 4	April 8, 2013
Quarterly Report 1 (Jan-Mar)	April 15, 2013

VII. Planned Level of Effort (LOE) by Labor Category (December 2012 – May 2012)

Labor Category	Estimated LOE in Workdays
Long Term Technical Assistance – Key Personnel	568
Other Long-Term Professional and Support Staff	1025
Short Term Technical Assistance	252
Total	1,845

VIII. Financial Issues

Pact is seeking approval for cash advances or a Letter of Credit mechanism from USAID. Pact and USAID are already discussing how to make this possible. Project is assuming Pact organizational registration by mid-February from the Social Welfare Commission (SWC). Until registration with this GON agency is completed, Pact cannot open a local bank account which allows for direct transfer of funds, checking account, and immediate cash withdrawals.

IX. Procurement Plans

During this work plan period, Pact intends to make the following procurements:

Expected Procurement	Cost
2 cars/SUVs	\$56,000
24 Motorcycles	\$24,312
Computer server	\$7,101
2 Copiers	\$17,875
4 Printers	\$7,800
3 LCD Projectors	\$4,500
Laptops and computer accessories for all staff	\$101,515
CISCO firewall	\$800
Software licenses (Acrobat Adobe, Window for server,	\$32,786

Symantec Backup for server)	
Office furniture, including APS units for electronic equipment protection	\$26,022
Telephone Standard	\$3,000
UPS 5KVA	\$3,700
Plotter Machine for GPS Maps	\$6,500
Back-up tape - 800 GB capacity	\$2,000
2 digital cameras	\$1,000
3 generators	\$20,000
5 air conditioners	\$3,750
Total	\$318,661

It is Pact policy to procure only those items that are necessary and allowable for a fair and reasonable price and, to the maximum extent practicable, fairly competed. Pact holds its staff and all its vendors and suppliers to the highest standards of integrity and ethics with regard to procurement. All procurement must be conducted with fairness and impartiality to ensure that Pact pays only fair and reasonable prices. In conducting procurement, Pact staff shall avoid any impropriety or appearance of conflict of interest. Under the Sajhedari Project Pact will follow FAR/AIDAR regulations on procurement and USAID procurement standards as described in Contract AID-367-C-13-00003 for procurement of commodities and services both for Pact operations and well as for in-kind grants to local partners.

X. Operational and Administrative Issues

Operational and administrative start-up will be a major thrust of Pact's efforts in the first several months of the Project. An office in Kathmandu will be fully functional in January, while the geographic targeted area office will be fully functional by the end of February. This assumes that the eight target district will be selected by the middle of January in order to achieve the selection of the final six Project districts. Pact has submitted an Operations Manual and security plans to USAID. These documents contain the policies and procedures for the daily operation of the two Sajhedari Bikaas offices. The Operations Manual is first introduced during new hire orientations and is used later as a reference tool for Pact employees.

XI. Gender and Social Inclusion Strategies

Pact will use a GESI approach to integrate diversity into all Project activities. In January and February, Pact will conduct gender analysis and analysis of social inclusion issues. This will include desk research, with a survey of GESI strategies developed by Nepal's line ministries, such as those referenced previously in this

Work Plan. The Sajhedari Bikaas GESI strategy will be submitted to USAID at the end of February. Dr. Charla Britt will spend 25 days in Nepal, arriving in Kathmandu on January 22, 2013. Dr. Britt's contribution will include the following:

- a. Work with Pact and USAID to determine the best format for the gender and social inclusion strategies.
- b. Conduct desk research on gender and social inclusion literature in Nepal.
- c. Meet with stakeholders from minority groups to inform the gender and social inclusion strategies.
- d. Write a gender strategy for the Sajhedari Bikaas project, in consultation with Pact.
- e. Write a social inclusion strategy for the Sajhedari Bikaas project, in consultation with Pact, and including ex-combatants.
- f. Assess roles and responsibilities/division of labor, as they relate to community development, peace building and local governance projects.
- g. Analyze patterns of decision-making at the community and local government level.

Based on the Project's GESI strategy, Pact will conduct capacity assessments in the second half of the year that will lead partner organizations and entities through a participatory methodology resulting in action plans to address any gender and social inclusion gaps. Pact will provide technical assistance and material support to ensure that all CBOs, UGs, and other partners establish GESI Charters.

XII. Anti-Corruption Procedures

Anti-corruption Procedures will be drafted and submitted at the end of January, according to the terms of the contract. These procedures will initially focus on Pact's internal anti-corruption procedures. By the end of February, Pact will have clear strategies and approaches for addressing corruption in all major activities of the Project. Pact will engage either a local consultant, with expertise on community-based granting and anti-corruption strategies in Nepal, or with an organization with similar expertise and programming experience. Pact will engage in discussions with LINGO's and INGO's during January and February to identify the consultant, who will then review Pact's Anti-Corruption Procedures, Policies and Practices (including Pact's "Personnel Guidelines for Ethical Behavior") and expand upon them to include local context, existing GON Anti-Corruption Procedures, legal review and referral, and current best practices.

XIII. Disaster Risk

The vulnerability of target communities to floods, landslides, droughts, fires, disease outbreaks and a potential large-scale earthquake necessitate preparation and response plans. The Sajhedari Bikaas Project will seek opportunities to coordinate on disaster risk reduction (DRR) issues related to the Project's target communities, with the Ministry of Home Affairs, the UN's Nepal Risk Reduction Consortium, the World Bank's Nepal office of the Global Facility for Disaster Reduction and Recovery, and other USAID implementing partners, Nepali civil society organizations and VDCs.

The Sajhedari Bikaas Project's community development activities will most likely present opportunities for significant community engagement and participatory planning for disaster risk reduction. The Project will

include disaster preparedness and risk reduction elements in all construction and infrastructure activities conducted.

Pact's Emergency Preparedness plan utilizes a warden system to relay information to and from all staff during periods of heightened alert levels, whether related to natural disasters, civil unrest or other physical security threats. It is a way for staff to know if they should report to the office or not for normal office hours and a way for the Chief of Party (COP) to get immediate feedback on security conditions in each area where staff live. An efficient warden system will allow the COP to inform all staff of security conditions with minimal effort. The Project will coordinate its emergency response planning and action with GON local authorities responsible for emergency response planning and implementation.

The potential for earthquakes and subsequent natural disaster evacuations are very real in Nepal. Disaster risk planning for earthquakes will be updated within the first six months to better reflect the earthquake and natural disaster risk for Project areas. The risks for Kathmandu and the six districts of implementation may be different and need to be contextualized based on the geographic area.

For more information on Pact's Emergency Preparedness, please refer to the Sajhedari Bikaas Communications, Information and Physical Security Plan.

Annex 1 – Branding Implementation and Marking Plan For the period of December 2012 – May 2013

Pact will participate proactively in outreach activities to promote the objectives of the Sajhedari Bikaas Project and to identify USAID as the funding source. This will occur in accordance with the branding and marking requirements outlined in the Branding Implementation and Marking Plan. For details on the approved Branding Implementation and Marking Plan, please refer to Attachment 3 of the contract.

Activity-specific and deliverable-specific branding and marking plans for the first semi-annual work plan are described in the table below:

Deliverable	Type of Mark	When Marking Starts	Where Mark Will Be
Formal Communications	All formal communications will include prominent display of the USAID logo and brand-mark.	Immediately	On the cover page.
SMS and GIS system for conflict reporting	Maps published in print or online will include USAID's brand mark and logo.	Immediately	On first page of print materials and on webpage of online materials.
Assessment of ADR/CM links to addressing violence against women	Assessments published in print or online will include USAID's brand mark and logo.	Immediately	On first page of print materials On the cover, title and/or copyright pages, as well as on the webpage of online materials.
Develop training package in Community Planning and Community Contracting	Prominent display of the USAID logo and brand mark (on the cover, title and/or copyright pages) as well as the disclaimer required by the branding provision incorporated into the award.	Immediately	On the cover, title and/or copyright pages.

Informational materials to introduce the program to local government, communities and youth clubs.	Prominent display of the USAID logo and brand mark (on the cover, title and/or copyright pages) as well as the disclaimer required by the branding provision incorporated into the award.	Immediately	On the cover, title and/or copyright pages.
Capacity building materials for community reporters	Prominent display of the USAID logo and brand mark (on the cover, title and/or copyright pages) as well as the disclaimer required by the branding provision incorporated into the award.	Immediately	On the cover, title and/or copyright pages.
Conflict Sensitization training materials for Project partners	The Project will use a banner for each workshop. USAID's brand mark and logo will be prominently displayed. USAID support for the activity will also be acknowledged by placing the USAID logo and brand mark on folders containing event materials and/or the first page of workshop materials.	From first workshop	On banner and first page of workshop materials.
Perception study of VDC service and decentralization/federalism	Assessments published in print or online will include USAID's brand mark and logo.	Immediately	On first page of print materials On the cover, title and/or copyright pages, as well as on the webpage of online materials.

Annex 2 – Activity Timeline

Annex 2: Nepal 6 month Workplan: Q1 and Q2 of FY13

Updated January 22, 2013

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries					
C.14.1 (B) and C.14.1 (L) Start-Up/Deployment Work Plan Submitted (Deliverable) - includes field staffing plan and org chart	x						The columns for Results, Outcome, Key Partners and Beneficiaries are only applicable to the roll out of program activities as related to Objectives A-D below.									
C.14.1 (E) Revised Start-Up/Deployment Work Plan Submitted (Deliverable)	x															
SUBAGREEMENT START-UP																
Finalize agreement budgets for YI, EA, Saferworld, CNAS, InSTEDD and NEPAN	x	x														
Finalize consortium subcontractor agreement SoWs for YI, EA, Saferworld, CNAS, InSTEDD and NEPAN	x	x														
Finalize consortium subcontractor agreement SoWs and budgets for YI and CeLLRd		x														
Issue LOAs to EA, InSTEDD	x															
Agreements for Saferworld, CNAS and NEPAN		x														
Establish the reporting requirements and forms for the subcontractors	x	x														
Create invoice payment schedule for subcontractors		x														
Develop a subcontract template w/ flowdowns	x	x														
Completion of awards for consortium	x	x	x													
Deployment of personnel																
CoP's orientation	x															
Meeting to review approvals, work plan, budget, invoicing with COP		x														
SoW and biodata complete for IT consultant		x														
SoW and biodata complete for gender and social inclusion consultant	x	x														
Move arrangements (tickets, transport, etc) for staff completed.	x	x														
Medical clearances for expat staff	x	x														
USAID approval for expat travel to post	x	x														
USAID approval for ALL staff billing to project	x	x														
Submit AID forms 1420-17 & Emergency Locator forms to AID	x	x														
C.14.1 (C) Key Personnel Deployed (Task)	x															
Medical clearances for all surge team	x	x														
USAID approval for all surge team TDYs	x	x														
Regional Vice President TDY	x	x														
Start Up Team Leader		x														
Governance TDY				x												
Operations TDY	x	x														
Finance TDY		x														
GnC TDY (grants start up, GuC approval)		x	x													
M&E TDY		x	x													
Staff Onboarding																

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Set up local fringe package	x	x									
Hire all Key Personnel	x	x									
C.14.1 (A) Personnel Manual, Bio-Data and Curriculum Vitae Submitted (Deliverable)	x	x	x	x	x	x					
C.6.3.1.13 Recruitment of Non-Key Personnel (Task)	x	x	x	x	x	x					
Write JDs for Nepali staff that will be hired during rapid start up phase	x										
Post job ad in local paper	x	x	x								
Finalize org chart	x										
CoP Start Date	x										
DCoP Start Date	x										
Regional Program Manager, Community Stabilization	x										
Regional Program Manager, Community	x										
Program Specialist, Local Governance			x								
Program Specialist, Engineer			x								
Program Specialist, Conflict Mitigation	x										
Performance Based Management System Manager			x								
Monitoring and Evaluation Specialist			x								
GIS/IT Specialist			x								
Operations Manager		x									
Director of Grants & Contracts		x									
Grants Specialist		x									
Grants Specialist			x								
Grants Specialist			x								
Director of Finance	x										
Finance Officer			x								
Finance Officer			x								
Finance Assistant			x								
Senior Grant & Finance Officer			x								
Grant & Finance Officer			x								
Grant & Finance Officer			x								
Director of Administration			x								
Administrative Officer			x								
Administrative Officer			x								
Administrative Assistant		x									
Receptionist			x								
Driver			x								
Driver			x								
Workplanning											
C.7(c), C9(a)(b) Work Plans (Deliverable) - 6-month workplan submitted	x										
Finalize template for the narrative workplan		x									
Update and review budget/LOE monitor monthly	x	x	x	x	x	x					
Monthly reports	x	x	x	x	x	x					
Project Launch											
C.6.3.1.5 Two Day Start-Up Conference in Kathmandu, Nepal (Task)		x									
Schedule the event and get clearance from USAID on content	x										
Set detailed agenda	x										
Invite participants from USAID	x										
Provide notes from event to the COTR.			x								
C.7(G), C.14.2(J) First Strategic and Activity Planning/Team Building Session (Task)											
Schedule the event			x								

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Sign contract with venue			x								
Brainstorm internally about agenda			x								
Clarify which partners will attend			x								
Inform partners about dates			x								
Finalize detailed agenda			x								
Invite participants from USAID			x								
Pre-event logistics			x								
Provide notes to the COR.				x							
Prepare documentation for the meeting			x	x							
Submit notes and follow up from meeting				x							
C.7.4 (B)(4) Write Objective D Strategy											
Meetings with national and district officials to introduce program	x	x	x	x	x						
Finance and Admin											
C.14.1(F) Financial Management Framework (Deliverable)		x									
C.14.1(I) Administrative Procedures in Place (Deliverable)		x									
Draft finance manual	x	x									
Finance Department approve revised manual	x	x									
set up LOE tracking system	x	x									
Set up filing system	x	x									
Set up travel approval tracking system	x	x									
Establish Project Inventory Control System (PICS) for non expendable items \$500 or more	x	x									
Establish PICS maintenance schedule		x									
C.14.1 (L) Financial Guidelines (Deliverable) and Systems Established (Task)			x								
C.14.2(H) Property Inventory and Inventory Management Plan Submitted (Deliverable)			x								
Develop Property Inventory and Inventory Management Plan			x								
Inventory all U.S. Government-funded property			x	x	x	x					
Development of grants process											
C.14.2(B) Grant Management Handbook and Grant Cycle Flowchart (Deliverables)			x								
Develop a Grant Cycle flow chart		x									
Develop criteria for grant worthiness		x									
Sub-grant direct reimbursement policy developed		x									
Develop policy on use of sub-contracts, in-kind grants, cash grants, and TA		x									
Create sub-award templates		x									
G&C approve new manual		x									
Submit handbook and flowchart to USAID			x								
C.14.2(G) In-Country Grant Making Capability			x								
Training for local grants manager		x									
Determine training needs for G&C		x									
GnC Training for Nepal-based staff			x								
District NGOs solicitation				x	x						
District NGO due diligence and selection					x	x					
Final VDC selection					x						
Security and Communications											
C.14.1(G) Communications, Information and Physical Security Plan(s) (Deliverable)		x									
Establish an IT network		x	x								
Develop and communicate info security policy	x										

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Write the physical security plan	x										
C.14.1(H) Communications and Information Security Systems Established (Task)			x								
Submit final Branding & Marking Plan to USAID and copy partners			x								
Prepare and distribute branding and marking formats and materials			x								
Project presentation for USAID and DOS			x								
2 page briefing paper for sharing at meetings and other comm needs			x								
Prepare and distribute briefing papers on program components for hard copy and website.			x	x							
Office establishment and set-up											
POA for the CoP	x										
Delegation of authority in place for the CoP	x										
C.14.1(J) Offices Identified and Leased (Task)		x									
Acquire lease approvals			x								
Establish inventory management system and procurement system, including acquisition and disposal plan		x									
Finalize location of secondary office with COR.	x										
Finalize lease terms for field office.		x									
Procure office furnishings		x									
Finalize office lease terms with Equal Access (KTH).		x									
Procure office furnishings (KTH)		x									
Sign procurement contracts with vendor		x									
M&E and Reporting											
First monthly report	x										
Second monthly report		x									
Third monthly report			x								
Fourth monthly report				x							
C.14.2(I) Performance Based Management System (Deliverable)				x							
Develop the administrative functions of the database			x								
Develop programmatic functions of the database			x								
Integrate GIS and SMS components						x					
C.14.2(K) Results Framework (Deliverable)				x							
Identify F Framework and non-F indicators that shall be tracked			x								
Confer with COR on indicators to be tracked			x								
Project Policies											
C..12, C.14.2(C) Gender Strategy (Deliverable)			x								
Identify consultant	x										
Sign contract for the gender and social inclusion assessments	x										
Conduct Gender Analysis		x									
Write strategy for mainstreaming gender considerations			x								
Submit Gender Strategy to USAID			x								
C.12, C.14.2(D) Social Inclusion of Marginalized and Disadvantaged Groups Strategy (Deliverable)			x								

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Decide how social inclusion issues will be measured		x									
Submit inclusion strategy to USAID		x	x								
C.11, C.14.2(E) Anti-Corruption Procedures Written and Shared (Deliverable)		x									
C.14.2(F) Procurement Guide (Deliverable) and Systems Established (Task)		x									
Develop a written field procurement guide		x									
Develop correlated systems to execute procurement for in-kind grant activities and cash procedures		x									
Rapid Assessments											
C.6 Submission of proposed target geographic areas		x									
Start the 3 assessments		x									
Provide technical oversight and capacity development on the assessments with Saferworld, NEPAN and CNAS		x	x	x							
Manage all of the rapid assessments from Saferworld, NEPAN and CNAS		x	x	x							
C..7.1(D) (C) Rapid assessments of Local level conflict, Community Development, Local governance and Decentralization/Federalism (Deliverable)		x									
Completion of subcontract with Saferworld		x									
Assessment on Local level conflict			x	x							
Completion of subcontract with NEPAN	x										
Assessment on Community Development			x	x							
Completion of subcontract with CNAS	x										
Assessment on Local governance			x	x							
Assessment on Decentralization/Federalism and VDC services						x					
Report on rapid assessments submitted to USAID					x						
Permissions, Registration and Banking											
Acquire permissions to work in each district					x						
Submit registration documents to SWC	x										
Follow up meeting with SWC	x	x	x								
Open bank account		x	x								
Visa/Work Permit (American or European) or Registration (local)		x	x								
Check local laws for Local Residency Status regulations for non-local staff	x	x									
							Result	Outcome	Who	Key Partners	Beneficiaries
Full Implementation - Objective A											
GIS/SMS Reporting for Conflict Assessments											
Assess current reporting standards for Community Mediators			x				A1	1,2,3	InSTEDD	CMs, CeLLRd, Saferworld	CMs
Identify critical reporting information for GIS/SMS system for CMs				x			A1	1,2,3	InSTEDD	CMs, CeLLRd, Saferworld	CMs
Design SMS/GIS system for CM reporting				x	x		A1	1,2,3	InSTEDD	CMs, CeLLRd, Saferworld	CMs
Train CeLLRd and Pact in SMS and GIS system					x		A1	1,2,3	InSTEDD	CMs, CeLLRd, Saferworld	CMs
InSTEDD and Saferworld identify the mechanisms needed for the conflict early warning system				x	x		A1	1,2,3	InSTEDD, Saferworld	CMs, CeLLRd, Saferworld	CMs
Alternative Dispute Resolution (ADR)/Community mediation (CM)											

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Start-up of assessment for ADR/CM links to addressing violence against women						x	A1	3	Pact	CMs, CeLLRd	Women
CeLLRd identifies office location and key staff				x			A2	1	CeLLRd	VDCs, CMs	CMs
Identify training package for CMs and CMCs in ADR.					x	x	A2	1	CeLLRd	VDCs, CMs	CMs
Assess capacity and outreach of district CM networks					x	x	A2	3	CeLLRd	VDCs	DDCs, VDCs
Media Campaigns to Promote Stability											
Equal Access conducts assessment of FM stations in target districts and recommends viable stations					x		A2	3	Equal Access	FM stations	30 CRs
Project finalizes list of FM stations that will be used to achieve project objectives						x	A2	3	Equal Access	FM stations	30 CRs
Equal Access establishes content advisory groups				x	x	x	A2	3	Equal Access	Content advisory groups	30 CRs
Equal Access develops media program themes, which relate to project objectives					x	x	A2	3	Equal Access	Pact will work with EA to determine messages during first 6 months	30 CRs
Begin assessment and development of the national radio episodes			x	x	x	x	A2	3	Equal Access	Pact will advise on themes in the first reporting period	FM stations
Capacity building of community reporters (CRs)						x	A1	3	Equal Access	N/A	30 CRs
Youth Engagement											
Youth Initiative identifies capacity development inputs for youth groups and develops materials				x			A2	1,2	YI	N/A	Youth
Youth Initiative conducts assessment of youth clubs and provide recommendations					x		A2	1,2	YI	N/A	Youth
Selection/formation of youth clubs						x	A2	1,2	YI	N/A	Youth
Establishment and Expansion of New Women's Economic Groups											
Rapid assessment of Pact's previous women's economic empowerment groups					x		A2	3	Pact	Women's economic groups	DNGOs, Women's econ groups
Develop training package for women's empowerment groups					x	x	A2	3	Pact	Women's economic groups	DNGOs, Women's econ groups
Full Implementation - Objective B and C											
Community Planning											
Develop community planning package for DNGOs			x	x	x		B1,2,3; C1,2,3	All except outcome B3.4	Pact	N/A	CBOs, UGs
Develop community contracting package for DNGOs			x	x	x		B1,2,3; C1,2,3	All except outcome B3.4	Pact	N/A	CBOs, UGs
Develop Organizational Performance Index (OPI) tool			x	x			B1,2,3; C1,2,3	All except outcome B3.4	Pact	N/A	CBOs, UGs
Train Pact staff in Pact's OPI tool					x		B1,2,3; C1,2,3	All except outcome B3.4	Pact	N/A	CBOs, UGs
Meetings with LGCDP	x		x		x	x	B1,2,3; C1,2,3	All except outcome B3.4	Pact	LGCDP	N/A
Stakeholder Management											

Activity	December, 2012	January, 2013	February, 2013	March, 2013	April, 2013	May, 2013	Result	Outcome	Who	Key Partners	Beneficiaries
Introduce program to districts					x		C1,2,3	all	Pact	DDCs, LDOs, CDOs	Communities
Inclusive Participatory Planning and Action Processes											
Conduct a GESI Analysis and write the project's GESI strategy		x	x				B1	1	Pact	Local government bodies, CSOs	Women, youth, marginalized groups
Saferworld develops training curriculum using "Do No Harm," "Reflecting on Peace Practices," "Safe, Effective Development in Conflict" and other applicable tools				x	x		B1	3	Saferworld		Pact, YI, CeLLRd, EA
Saferworld trains Pact, EA, YI, and CeLLRd in peacebuilding curriculum						x	B1	3	Saferworld		Pact, YI, CeLLRd, EA
Defining Project Scope									Pact		
Rapid assessment to determine if project scope includes municipalities, and if so identify entry points			x	x					Pact	DNGOs, VDCs	
Full Implementation - Objective D											
Develop objective D strategy						x	D	all	Pact	N/A	VDCs, DDCs, CSOs
DNGO Selection											
Issue RFA for DNGOs that will engage in village planning					x	x	D	all	Pact	VDCs, DNGOs	DNGOs
Governance Perceptions Research											
SoW for IDA's survey on perceptions of decentralization/Federalism and perception of VDC service delivery sent to COR for approval				x			D1	2	IDA	VDCs, DDCs	Local government bodies
Perception study of VDC service and decentralization/federalism						x	D1	2	IDA	VDCs, DDCs	Local government bodies
Full Implementation - Cross Objectives											
Submission of GuCs manual for USAID approval			x				B, C, D	N/A	Pact	USAID	DNGOs, VDCs
Conduct M&E trainings with Pact staff			x	x			All	N/A	Pact	N/A	Project
Coordination meetings with main partners/contractors		x	x	x	x	x	B,C	N/A	Pact	IP's	N/A
Train Pact staff in Pact's capacity development tools			x	x	x		A	all	Pact	N/A	DNGO's, VDC's

Annex 3 – District Selection PowerPoint Presentation



USAID
अमेरिकी जनताबाट

नेपाल



Sajhedari Bikaas

Partnership for Development

Mike Dockrey, Chief of Party
Rakesh Karna, Deputy Chief of Party

January 15, 2013



Project goal

Targeted communities are empowered to direct their own development.

Objectives

- Objective A: Enabling Environment for Community Development Established
- Objective B: Community Access Resources for Development
- Objective C: Communities Implement Inclusive Development Projects Effectively
- Objective D: New Local Government Units Function Effectively



Objective of district selection

- To identify the 6 districts of operation for Sajhedari Bikas based on a transparent, rationale and fact-based analysis of the potential 26 Far and Mid West districts
 - Two Phase of District decision
 - Phase 1: District level data for selecting 8 shortlisted districts (target selection completed by Jan. 18)
 - Phase 2: Rapid assessments in 8 districts for final selection of 6 district and 50% VDC cover (target completion of assessments by March 15 with selection of 6 final districts)



Methodology for Phase 1

- **Selection of Districts:**
 - from 26 to 11 districts- preliminary (Population and Geographic Access (Terai and Hill adjacent Districts))
 - from 11 to 8 districts based on district data
- **Selection of Categories** (*based on project priorities and USAID suggestions*):
 - 11 categories
- **Selection of Indicators** (*based on categories and most relevant with project objectives*):
 - 32 indicators

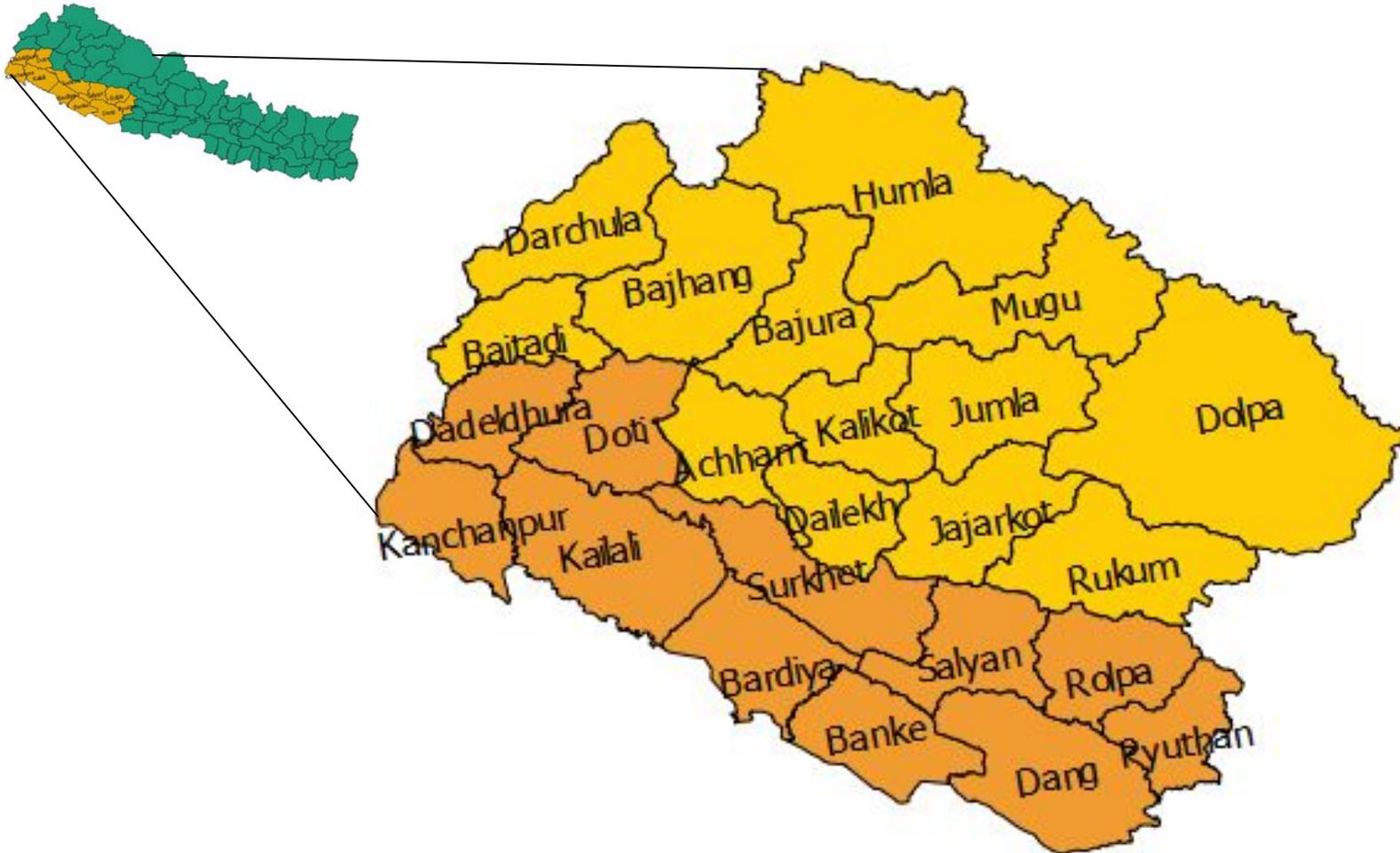


Methodology for Phase 1 (cont.)

- **Assigned higher and lower value of indicators**
- **Weighted categories based on importance to achieving project goal and objectives**
- **Clustered districts for most effective and efficient use of project resources:**
 - Criteria 1: Mix of Terai and Hill districts
 - Criteria 2: Cross regional consideration
- **Data taken from 2011 National Census and other most recent data sources**



11 Districts from Mid and Far West Regions





Final 11 Categories (and Weights)

1. Demographics (3)
2. Marginalized population (4)
3. Governance (5)
4. Conflict (4)
5. Health (2)
6. Infrastructure (2)
7. Education (3)
8. Economy (4)
9. USAID Projects (2)
10. Other Projects (2)
11. Disaster (2)



Screen shot of database

1. Demography (3)

District	No of VDCs {0.5}	Score	% of youth Population (16-40 years) {0.5}	Score	Human Dev. Index {2}	Score	Weight
Banke	46	0.38	42.5	0.5	0.309	1	1.88
Bardiya	31	0.5	42.6	0.5	0.304	1	2
Dang	39	0.38	41.5	0.5	0.299	1	1.88
Pyuthan	49	0.25	33.8	0.38	0.323	0.5	1.13
Rolpa	51	0.25	35.6	0.5	0.264	1.5	2.25
Salyan	47	0.25	38.7	0.5	0.25	1.5	2.25
Surkhet	50	0.25	40.7	0.5	0.357	0.5	1.25
Kailali	42	0.38	43.0	0.5	0.299	1	1.88
Kanchanpur	19	0.5	11.7	0.13	0.332	0.5	1.13
Doti	50	0.25	35.2	0.5	0.249	2	2.75
Dadeldhura	20	0.5	19.2	0.13	0.265	1.5	2.13



Final Ranking of 11 Districts

No	District	Ranking
1	Banke	27.43
2	Doti	27.26
3	Kailali	27.26
4	Dang	26.80
5	Salyan	26.63
6	Rolpa	25.25
7	Surkhet	25.09
8	Dadeldhura	23.76
9	Bardiya	23.71
10	Kanchanpur	22.17
11	Pyuthan	19.93

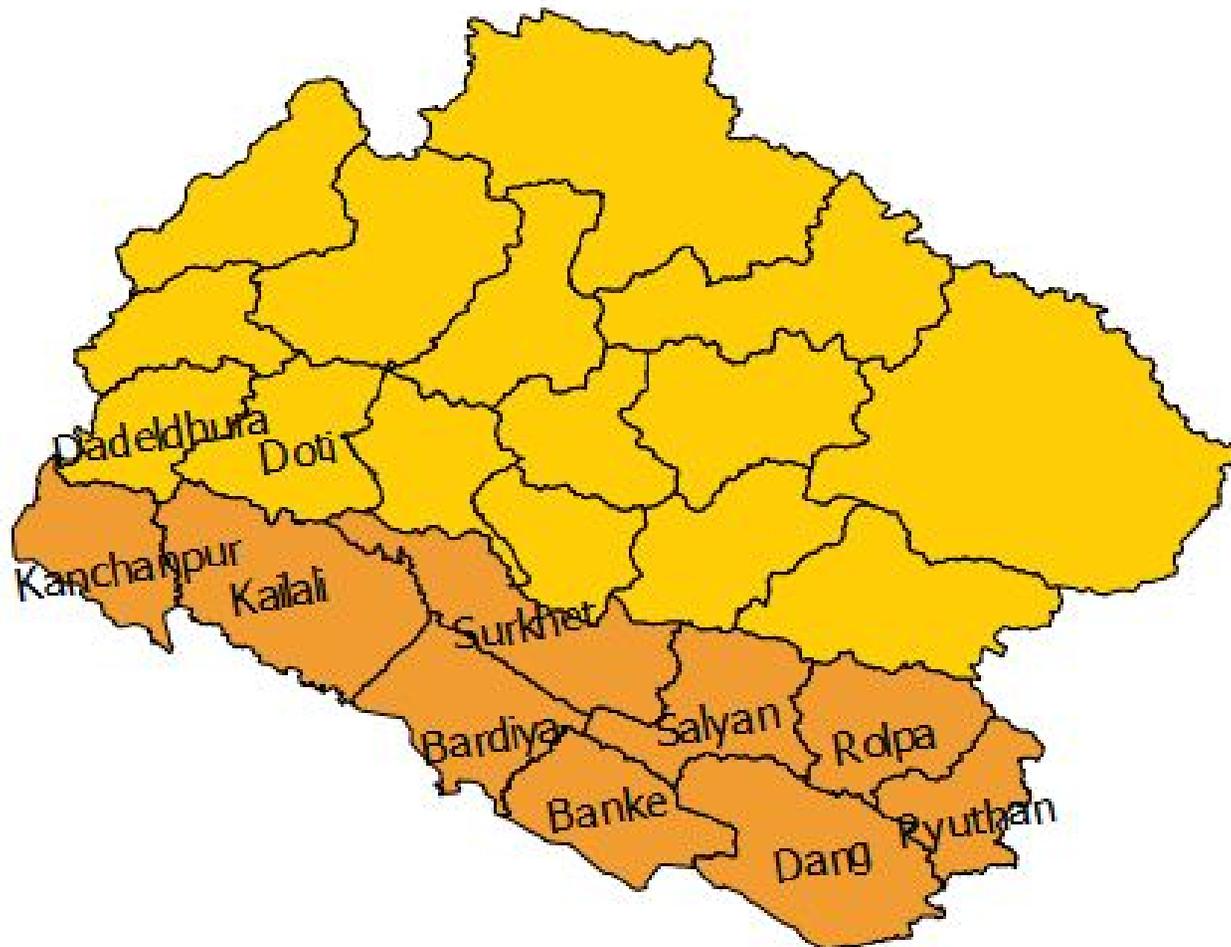


Other final considerations

- Regional Project Office
 - Cluster around Nepalgunj
- Distance from Nepalgunj
 - Reach other District Center within one day travel for project efficiency
- Result
 - Dadeldhura and Doti taken out: More than 1.5 days to reach District Centers



Shortlisted 9 districts





Recommendations

- District List of 8
 - Banke, Dang, Kailali, Bardiya, Salyan, Rolpa, Kanchanpur, Surkhet
 - Pyuthan (lowest ranked district and need for cross-region reach so recommend to take out)
- Potential municipalities
 - Nepalgunj, Ghorahi, Tulsipur, Tikapur, Dhangadhi, Gulariya, Mahendranagar, Birendranagar
- Regional Project office site- *Nepalgunj (Banke)*



Final 8 shortlisted districts





Process forward

- Confirm selection with USAID
- Present selection to MFALD for buy-in
- Conduct 3 Rapid Assessments in 8 districts in governance (CNAS), community development infrastructure (NEPAN) and conflict (Saferworld) to determine six district and targeted VDCs/municipalities (rapid assessment start date June 28)
- Thank you!