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SAJHEDARI BIKAAS PROGRAM

Sajhedari Bikaas Semi-Annual Work Plan #2 June –
November 2013

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NEPAL MISSION**

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Acronym List

ACOR	Alternate Contracting Officer's Representative
ADR	Alternative Dispute Resolution
CA	Constituent Assembly
CAC	Community Awareness Center
CAG	Content Advisory Group
CBO	Community Based Organization
CC	Community Contracting
CDCS	Country Development Cooperation Strategy
CeLRRd	Centre for Legal Research and Resource Development
CIAA	Commission for the Investigation of Abuse of Authority
CM	Community Mediation
CMC	Community Mediation Centers
CMM	Conflict Management and Mitigation
CMU	Community Management Unit
CNAS	Center for Nepal and Asian Studies
COP	Chief of Party
COR	Contracting Officer's Representative
CPA	Comprehensive Peace Agreement
CR	Community Reports
CSP	Community Support Program
DAO	District Administration Offices
DDC	District Development Committees

DDO	District Development Officers
DFID	Britain's Department for International Development
DNGO	District Non-Governmental Organizations
DRR	Disaster Risk Reduction
EA	Equal Access
ECN	Election Committee of Nepal
ESP	Enabling State Programme
FDF	Federal Democratic Front
FOG	Fixed-Obligation Grants
GBV	Gender Based Violence
GESI	Gender Equality and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GUC	Grants Under Contract
HDI	Human Development Indicator
HLPC	High Level Political Committee
H4L	Health-4-Life
IDA	Interdisciplinary Analysis
INGO	International Non-Governmental Organization
InSTEDD	Innovative Support to Emergencies, Diseases and Disasters
LCDI	Local Capacity Development Index
LDO	Local Development Office
LGB	Local Governance Barometer
LGCDP	Local Governance and Community Development Program

LNGO	Local Non-Governmental Organization
LOE	Level of Effort
MERL	Monitoring Evaluation Results and Learning
MoFALD	Ministry of Foreign Affairs and Local Development
NEFIN	Nepal Federation of Indigenous Nationalities
NEPAN	Nepal Participatory Action Network
NGCPP	Nepal Governance Citizen Partnership Project
NN	Naya Nepal
NPTF	Nepal Peace Trust Fund
ONA	Organizational Network Analysis
OPI	Organizational Performance Index
PBMS	Performance Based Management System
PETS	Public Expenditure Tracking System
PMP	Project Monitoring Plan
RDIF	Rights, Democracy and Inclusion Fund
RFA	Request for Applications
RPM	Regional Program Manager
SDC	Swiss Agency for Development and Cooperation
SMS	Short Messaging Service
SSMK	Saathi Sanga Manka Kura
STTA	Short Term Technical Assistance
SWC	Social Welfare Council
TOT	Training of Trainers

UC	User Committee
UG	User Group
UN	United Nations
USG	United States Government
VDC	Village Development Committee
VMCR	Verified Minors & Late Recruits
WCF	Ward Citizen Forum
WDO	Women's Development Office
WEG	Women's Economic Growth
YG	Youth Groups
YI	Youth Initiative

I. Context

Political and Security Context

Sajhedari Bikaas is likely to focus on the upcoming Constituent Assembly (CA) Election during the second semi-annual workplan period, keeping an eye on identity politics and potential conflict. The CA Election in 2008 was a major step forward in the peace process. It was seemingly a democratic triumph, owing more to the Maoists and new parties such as the Madheshi People's Rights Forum (led by Upendra Yadav) than the old "democratic" mainstream parties, such as the Nepali Congress and CPN-UML. For all the Maoists' use of intimidation and the MPRF's policy flip-flopping, it was their campaigns that allowed voters to wield power, not only delivering a more representative assembly, but voting out many 'unloved old faces' that most citizens had thought they would be burdened with in perpetuity. However, the results left a confused political landscape with the potential for the resumption of conflicts related to identity.

The prospect of holding an election for a new CA by June, 2013 has most likely passed. It is now anticipated that the election date—when it is announced—will most likely be in the Nepali month of Mangsir (November/December 2013). In the meantime, the Interim Electoral Council of Ministers (IECM), chaired by the Chief Justice, has continued to make progress in its preparations for the election. In early April, 2013, two revised election laws were approved by ministers and promulgated by the President. Although the IECM has not announced a date for the CA election, the Election Commission has begun registering new political parties.

The IECM also invited the major dissenting parties for talks in order to promote their participation in any new election. Some of these negotiations have focused on changes to the number of proportional representation seats in the next CA; many women's rights and identity-based groups fear that any reduction in the number of these seats would severely reduce their representation. Since these negotiations involve provisions from the third and final electoral law that must be revised and promulgated (the Election of Members to the Constituent Assembly Act), the IECM has not yet completed all necessary amendments to the legal framework for elections. Adding to the situation, on April 17th, the Supreme Court ruled that electoral constituencies must be redrawn to take account of the 2011 housing and population census results. A commission to undertake this task has not yet been appointed. Re-delineation of the electoral constituencies is one of the major issues to be resolved by the IECM to bring the agitating parties, especially the Madhesh-based agitating groups, into the mainstream of the electoral process.

Among the parties currently opposed to the IECM-led process, the Communist Party of Nepal-Maoist - led by Mohan Baidya - has taken the strongest position and organized an alliance with 33 other political parties against conducting new elections with the current governing arrangements. The party disrupted voter registration efforts earlier this year, but since the registration drive was re-launched in the second half of April, it has not intervened on the ground. The Nepali Congress held its Mahasamiti meeting (the party's

second most powerful decision making body) to begin preparations of its electoral platform. The Mahasamiti endorsed two possible federal models of either 7 or 13 provinces, neither model based on a 'single-identity province' basis. The CPN-UML has also reaffirmed its stance against ethnicity-based federalism and called for delineating and naming provinces on the basis of multiple ethnic communities and neutral identities. On contrary, the UCPN-Maoist Chair, Puspa Kamal Dahal, is emphasizing on unity among identity-based forces for the election. This is a clear indication that identity and identity-based federalism will top the agenda for upcoming CA election.

The Sajhedari Bikaas Project team expects an intensification and politicization of issues that are important in the Mid-West and Far-West regions, such as ending the Kamlari system, land seizure and reducing the risk from natural disasters. Though the Government of Nepal (GoN) declared the Kamlari practice illegal in July, 2000, some activists estimate there are over a thousand Kamlaris engaged across Nepal. An interlocutor of a Tharu organization in the Mid-West region claimed that, "many Kamlari girls are exploited by the house owner, but their voices are muted. This incident has brought Tharu organizations and alliances together for the sake of raising voices of the Tharu people." The Joint Struggle Committee then imposed a bandh on five Tarai districts (Kailali, Kanchanpur, Bardiya, Banke and Dang), from April 16th - 17th, claiming that the authorities failed to take actions on the alleged murder. The agitating groups have warned of sterner protests if their demands are not addressed, including further Tarai bandhs.

Many human rights organizations have expressed solidarity with the agitating Tharu groups. Furthermore, the National Network for Kamlari Liberation was recently formed, comprising different Tharu groups, civil society actors and other organizations working on the issue. The Kamlari issue remains just one of several persisting grievances of the Tharu community, which has organized mass mobilizations in the past.

Land seizure remains an important issue, with both new cases and cases from the conflict period leading to tension in the Far-West and Mid-West regions. While much conflict-era land has been returned to landowners (often under conditions), there remains a significant number of outstanding cases. For example, in Kailali District, more than 237 persons have reportedly lodged cases at the District Administration Office (DAO) since 2006, claiming that their land was seized during the conflict. This issue may become even more salient as parties find they need to raise finances in advance of any new election. Although no major disruptions resulted from these events, they are a reminder that land seizure (or 're-seizure') has not stopped and remains a potential trigger for local conflict. It also demonstrates the need to resolve the long-standing land disputes, which persist as a source of tension between landowners, tillers and local Maoist cadres.

The Mid-West and Far-West districts are prone to natural disasters. During April this year, for example, incidences of fire and lightning increased significantly, killing at least 34 people and injuring 99 people across the country. According to the National Emergency Operation Centre (NEOC), a total of 1,205 houses were completely destroyed by accidental fire and lightning in different districts. The NEOC record shows that a majority of the Tarai districts are badly affected by natural disasters. Dense settlement patterns, lack of awareness on fire prevention, low and poorly constructed houses (mostly made of bamboo, straw and local

material) are attributed to the increasing number of fire incidences at this time of the year in Tarai districts. On April 23rd, the Lutheran World Federation, Care Nepal, OXFAM, Mercy Corps and NCRS organized a joint assessment mission to four vulnerable schools in Kailali District to explore the possibility of coordinated disaster risk reduction (DRR) action. Kandra and other subsidiary rivers have been causing annual flooding in these areas. Deforestation and intervention in the fragile Chure land are also contributing factors for the flash floods. There has been no concerted effort for mitigating the adverse effect of annual flooding in those vulnerable areas. The VDC budgets are not being allocated to any disaster risk reduction activities, despite the fact that the VDC Secretary is aware of the situation.

The Project anticipates an increase in civil protests and disturbances, particularly due to bandhs imposed by various political parties and movements in protest against the Chief Justice-led government. The Project also expects violence related to the upcoming election, recalling incidents of election related intimidation during the 2008 CA election and the ineffectiveness of law enforcement institutions to control the violence. Activities will be affected by disenfranchised groups including the landless, ex-Kamaiyas and victims of slavery. In response, activities will work to find local solutions that meet the legitimate needs of excluded groups, adopting non-violent means of demanding their rights. The Project will attempt to bring those issues to the attention of local government and opinion makers through formal planning and grievance response mechanisms.

Significant National Trends

National Budget

Nepal's lack of a timely national budget has hampered its economic and social development, with implications for social security payment distributions, and implementation of other priority local development projects. The Government of Nepal (GoN) introduced a full budget for its next fiscal year 2013/2014 in mid-April. The budget maintains the majority of earmarks for health and local government, as well as budget activities supporting the upcoming election, including provisions for its security. The budget also supports the implementation of ongoing projects. Nepal's recent election history demonstrates that budget allocations are subject to political manipulation, a trend that can be expected during the workplan period. Nepal simultaneously faces delayed disbursements, which impacts the public financial management capacities of local bodies. As a governance project, these and other budget-related issues will have short and long term impacts on Sajhedari Bikaas.

Constituent Assembly Election and the Protests Against the Election Government

Naming the 11-point deal between the major political parties "unconstitutional," political and professional bodies in Nepal continue to agitate against the election government. CPN-Maoist (Baidhya), Upendra Yadav-led Federal Democratic Front (FDF), a group of eight smaller parties, the Nepal Bar Association, and the Nepal Federation of Indigenous Nationalities (NEFIN) expressed deep dissatisfaction over the formation of the interim government and creation of the High Level Political Committee (HLPC). Strikes

by these groups affect Sajhedari Bikaas staff and partners' field movement. Disruptions to the citizenship registration and voter registration mobile camps have affected the participation of women and excluded groups in the process. Similarly, we anticipate that the local planning process, including VDC and DDC meetings will be affected if the political parties don't resolve the issue.

The expected November election coincides with the commencement of the annual local planning process at the VDC level. Elections, if they occur, could dramatically affect the regular planning cycle, thereby impacting Sajhedari's planned implementation of activities. During the election, it is expected that political parties and groups will try to influence the local planning processes across all districts, by supporting politically favorable allocations of resources. In some cases, manipulation in voting procedures by party supporters could cause violence, impacting the operational environment of the Project. The extent of potential impacts on the project is unknown at this time and will depend on the degree to which such incidents are isolated or become more widespread.

Bandhs and *chakka jams* (road strikes) are common types of protests in the country. There were several incidents involving disruption of voter registration that are likely to continue through the election cycle. Citizenship distribution and delineation of electoral constituencies are among other key issues that must be resolved prior to holding CA elections. As citizenship and voter registration are the entry point for an inclusive electoral process, the Project will explore ways to minimize the risks of being engaged in a fundamentally political process, while encouraging an informed citizenry to participate in the CA elections.

In the worst-case scenario, in which elections are not held according to the current political time-table, additional tensions can be anticipated, centered on demands for dissolution of the interim government. In that case, the Project's efforts at creating an "enabling environment for local development" may be severely affected and the Sajhedari Bikaas Project would need to consider conflict mitigation measures.

II. Expected Activities -- Phase 1 Completions and Phase 2 Projections

Rapid start up activities, including recruitment and deployment of Key Staff, the start-up conference with USAID, and delivering financial and administrative plans, guidelines, manuals, and procedures were completed within the prescribed schedule of the contract. During this workplan period, the district-level geographic scope of Sajhedari Bikaas will be finalized. By June 1st, 2013 the start of this workplan period, both the six districts and the targeted VDC's will be selected, reviewed, and adopted for implementation.

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

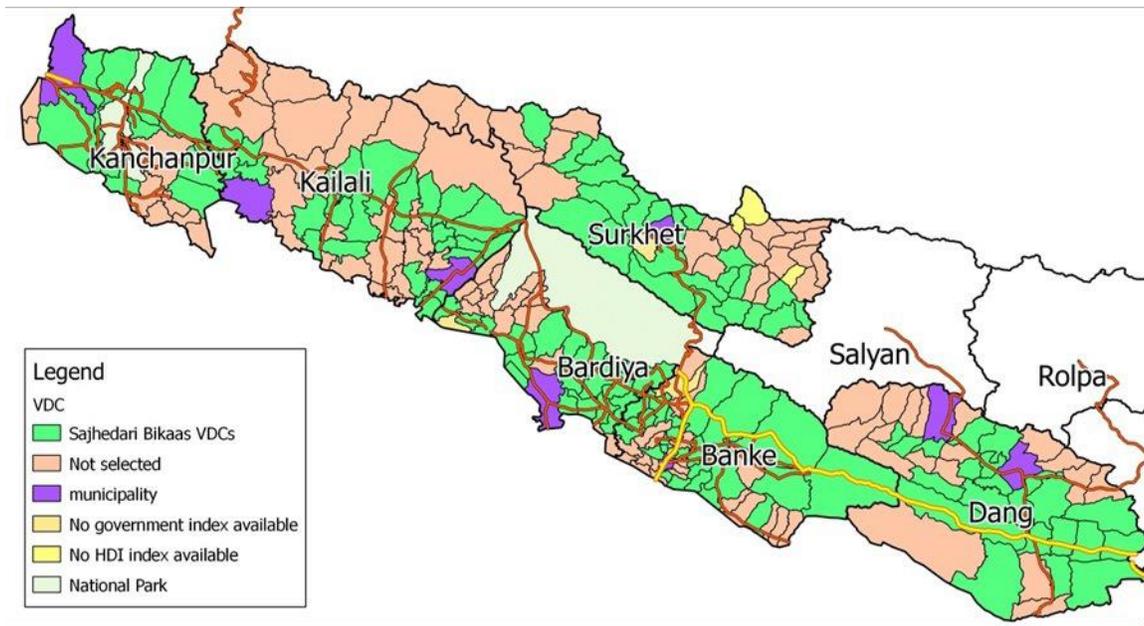
The Rapid Assessment was completed and its "Findings and Recommendations" of the Project's target six districts and 50 percent of VDC's were presented to USAID and MOFALD for review and approval. Just prior to this reporting period (mid-May) the Project will have completed its "introductions" to the district-level government offices, particularly the Local Development Offices (LDOs), and District Development Committees (DDCs). Outreach to the Women's Development Offices (WDOs) will also be included in the day-long introductory sessions at the district level. Follow advice from the Joint Secretary/MOFALD, the

Project will not present the VDC's however, as "selections" but instead, as "recommendations" to the district-level governance leadership. A district-level review of VDC recommendation will be held within each of the six respective districts for comments and recommendations of VDC's. It is anticipated that this process will take two weeks to complete so the final VDC selections will be adopted by the district-level DDC's and LDO's (with consultation from other district-level offices) by June 1 – the beginning of this reporting period. This consultative process is meant to further cooperation between the Project and the district governance offices, and ensure their buy-in to the Project's VDC-level interventions.

By June 1, 2013, the Project will have produced its strategy for identifying its local NGO partners through a public and transparent solicitation process. Local NGO's will be asked to respond to a public "Request for Proposals" or "Concept Papers" that will be responsive to specific criteria in meeting the Project's goals and outcomes, especially with regard to engagement and mobilization of target groups at the WCF and VDC levels – women, youth, and historically marginalized groups. While the original Project proposal indicated that nine (9) local NGO's would be selected through this public solicitation process, in fact, the Project will not be held to any specific number – but instead, will be selecting its local NGO IP's based on their ability to effectively engage groups (CSO's, UG's, CBO's, etc.) at the WCF and CAC level, across geographical areas inclusive of the final target VDC's, that fully represent women, youth, and marginalized populations, and bring them into the annual VDC project prioritization planning process. A draft of the LINGO solicitation process will be presented to USAID prior to the beginning of this reporting period. Further, the Project has developed an Organizational Assessment process (including questionnaire, check-list, financial management audit, etc.) that will be conducted for each of the primary Implementing Partners (CeLLRd, Youth Initiative, Equal Access) by a selected organizational assessment team, comprised of senior staff from Program, Finance, and Grants & Contracts units.

Selection of finalists local NGO IP's will be made by an applicant review committee that will include representatives of the respective DDC's from the applicants' district of operation. Final selection however, will be made by The Project staff, in consultation with USAID. A pre-award assessment will be conducted by The Project's inter-disciplinary IP's organizational assessment team, prior to disbursement of any sub-award grants to the NGO IP's. The assessment will identify additional organizational capacity development that may need to be addressed prior to grant funds award. No NGO IP's will receive grant awards from the Project without being fully vetted, cooperating fully with the pre-award assessment, and completing any remedial capacity-building training identified by the assessment. Follow-on mentoring of the NGO IP's by staff from the Finance, Program, and Grants & Contracts units will be on-going through this reporting period.

Sajhedari Bikaas District and VDC Recommendations (map):



Administrative Deliverables

The last “manual” that remains outstanding is the Personnel Guidelines. This was delayed for a number of reasons, and is pending completion of a registration agreement with the Social Welfare Council (SWC) and review of draft guidelines by a local labor attorney. Due to the lack of an agreement with the SWC, Project employees are working under STTA consultancies, and as such, not subject to full employment status covered by the Personnel Guidelines. The local and Pact HR review process is being revisited with the arrival of April Peetz, Acting Operations Manager, and is nearing completion. It will once again be submitted to a local Labor Law specialist attorney for review. An attorney will be selected from those referred by other, prominent and long-standing INGO’s. The Personnel Guidelines will be presented to staff in May, completing the process within the first Semi-Annual Workplan reporting period.

In this Semi-Annual Workplan period, Pact will fully operationalize its regional project office in Nepalgunj, including a fully-functional training and workshop meeting center that can serve up to twenty (20) participants. The training facility will have full internet, audio/video, and projection capabilities, including broad-band LAN internet connection for improved conferencing and webinar productions from Pact’s global capacity development and project management staff.

In addition, all senior, and support staff positions will be filled, with the exception of one Grants & Finance Manager position, and one Grants & Finance Officer position. These positions are expected to be filled within the first month of Year II (December 2013). As included in the recent submission by The Project in the Budget Realignment, these two Grants & Finance positions (Manager and Officer) were created to provide additional internal auditing of Project financial, procurement, and granting activities. This was a direct “lesson learned” and best practice shared by DfID’s Enabling State Program (ESP) that uses a similar external auditing practice, but one outside of their respective local NGO implementing partners. The

Project will internalize the auditing process, with an established reporting line for both positions directly to the Chief of Party.

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

With the completion and acceptance of the Gender Equality and Social Inclusion (GESI) strategy, it will now fall to the Project to implement the principles and practices embodied in the strategy. The Project has reflected the social inclusion aspects of the strategy within its own staff recruitment and hiring, and has “flowed down” those provisions to its sub-contracts and grants under contract (GUCs). As of this writing, Equal Access responded to Sajhedari’s “directive” to more aggressively implement its own “affirmative action” plan, especially in hiring for new staff that will work on Sajhedari sub-contract activities. The following GESI approach to hiring was presented to The Project by Equal Access Nepal (EAN) for recruiting staff to work on the Sajhedari Project:

Equal Access Nepal (EAN), partner of Equal Access International, is guided by its HR policies and procedures that explicitly call for gender balance and social inclusion in staff recruitment...

The GESI strategy was presented to the Project’s other IP’s as well, and will be continually reviewed, and evaluated by the Project through the LOP. The Project will continue to integrate the findings and recommendations provided within the GESI strategy in all aspects of its work, and that of its IP’s, including, but not limited to staff recruitment and employment, program development, approaches, community contracting and procurement. This will be especially important in the solicitation, vetting, and selection of the Project’s local NGO implementing partners. Gender, and social inclusive language and approaches will be employed in the solicitations similar to those utilized by Pact for NGO proposals and operational plans within their respective districts. The Project will continue to give additional weight in the proposal or EOI review and follow-up full proposal submission process to those NGO applicants that exhibit a commitment to gender and social inclusion within their own staffing, and in their proposed operational and programming plans at the VDC and WCF levels.

Performance-Based Management System

In compliance with the Contract “Deliverables” (ref: C.14.2(I) and C.14.2(K)) Sajhedari staff developed and established the Performance-Based Management System (PBMS) and Results Framework, in conjunction with, and in complement to, its Conflict Mapping SMS data reporting system (see page 14; “GIS/SMS Reporting for Conflict Assessments”). Pact’s Results and Measurement (R&M) team has presented the first draft of the Results Framework, a logical model for each of the four objectives, and associated PMP. Subsequently, those comments were incorporated into the PMP and Results Framework, and will be re-submitted to USAID in May 2013. These M&E tools are based on contract specifications and have built on, and strengthened the current M&E systems of its national partners (Equal Access, Youth Initiative, CeLLRd and Saferworld). In the first phase of the Project, a series of meetings with these partners and with Sajhedari Bikaas staff provided an overview of the project, the different roles of the national partners, and their M&E systems. This generated a number of potential means for collaboration among the project partners - such as Saferworld and CeLLRd - in conflict monitoring, and between Equal Access and Youth

Initiative on governance and development issues in which EA could support YP's "Smart Clubs" through media campaigns that would mobilize their village-level committees to assist in youth voter registration, or engage in youth-related programming advocacy within the context of the VDC's annual 14-step project planning and funding cycle.

The final Performance Monitoring Plan (PMP) and Results Framework will be shared with national partners, as well as USAID's implementing partners to review and confirm the Year I Annual Work Plans, ensuring full integration of indicators with planned activities and deliverables for each Project partner, and where identified, avoid duplication of measures on common indicators.

The baseline survey concept note, budget and budget narrative have been submitted to USAID for review and approval. It is now fully integrated into the Project's proposed budget realignment that is a component of the larger contract modification, awaiting USAID/CO's review and approval. Upon approval by USAID/CO, the Baseline Survey will be conducted, with an anticipated start-date of mid-May.

The baseline survey will allow the contractor to measure performance toward the overall results and objectives, consistent with the PMP. The baseline survey will serve as an objective measure of the pre-intervention context and conditions in the selected districts and targeted Municipalities and VDCs. Data will include quantitative and qualitative sources of information, consistent with the PMP. In addition, the survey will also provide adequate data to measure impact, as defined in ADS 203.1.1(a), should Pact or the Mission decide to undertake such an evaluation at or near the conclusion of the project.

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

Within this reporting period, the Project will continue working with InSTEDD to develop a Short Messaging System (SMS)-based conflict reporting capability to rapidly track conflict data. The Project is developing a SMS and geospatial information system (GIS) data collection mapping and entry to the Alternative Dispute Resolution/Community Mediation (ADR/CM) methodology in Nepal, allowing longitudinal mapping of local conflicts, their types, status and duration. In close coordination with CeLLRd's established network of VDC-based Conflict Mediation Centers (CMC's) and Conflict Mediators (CM's), Equal Access' district level reporters and researchers, (EA), Carter Center's Long-term Observers (LTO's), Saferworld, and other partners, InSTEDD has provided the services of its technical personnel to:

- Identify and prioritize the system requirements based on user and stakeholder input.
- Define and develop a system configuration to meet those requirements.
- Deploy the system on servers that can integrate with the routine PBMS system in Nepal.

- The SMS conflict mapping system will provide frontline and real-time data for decision making, allowing the Project to assess and monitor local levels of conflict in target areas and consider shifting resources, if needed, to address conflict trends. The system has been designed to be simple, low cost and to provide easy extraction of data for decision making.

InSTEDD will continue to work closely with CeLLRd as the Project's main ADR/CM implementer. CeLLRd will have outreach to 50% of VDCs in six districts of the Mid-West and Far West regions of Nepal. The CMs are linked to Community Mediation Centers, often attached to VDCs. Initially, the data system will be housed at the Project's facility in Nepalgunj, with consideration to handing it over to CeLLRd or another appropriate agency over time. In addition to the system configuration and development, InSTEDD will be responsible for training Pact and CeLLRd staff in the implementation of the system.

Data flows and feedback mechanisms are critical to the Project and will be built into the PBMS. The Project anticipates full operational capability of the mapping functions by the end June 2013, and implementation starting in July 2013, coinciding with Saferworld's completion of its first semi-annual conflict assessment report. This system will provide the technological capacity to build a conflict early warning system, with monthly and quarterly assessments of conflict beginning in early-August 2013. The PBMS Manager, Raju Kandel, and the Deputy Director for Pact's Results and Measurement team 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. Conflict incidents, qualified by type, intensity, and recurrence, will be transmitted to the system's server via SMS texting by CeLLRd's VDC-based CM's, as well as Equal Access' district-level reporters and researchers, and Carter Center's Long-term Observers (LTO's). This ability to "map," in real time, incidences of conflict (including GBV) will provide the Project with the longitudinal data basis for informed interventions, including, but not limited to, targeted CM volunteer training in specific conflict-based mediation skills, development of "safe houses" and other women-to-women network responses to repeated or habitual violence against women, VDC awareness-raising campaigns that promote ADR approaches to property-based conflicts, targeted media campaigns that align Equal Access' local partnering network radio broadcasts that address thematic issues related to specific types of conflict and potential remedial approaches, etc.

Quarterly Conflict Assessments

Sajhedari Bikaas will collaborate with Saferworld to conduct quarterly conflict analyses. Two quarterly analyses will be carried out within the period up to November 2013. This will however, depend on fully engaging Sajhedari's local NGO implementing partners whose capacity on conflict analysis will be built through training and practical fieldwork, provided through TOT by Project Conflict Mitigation staff, as well as Saferworld's own field-based staff. Saferworld will provide the initial concept and training to Project staff in May, resulting in an approved methodology and a refinement of the thematic focus for the first assessment, to be completed by mid-June. To get clarity on a methodology and thematic focus of the first conflict assessment, Sajhedari will seek guidance from USAID and other IPs, including those planned under the Conflict Management and Mitigation (CMM) programming mechanism, to make it more targeted and

effective. Previous conflict assessments and analysis targeting districts within the Project's areas of operation have found property disputes (land tenure), political alignment of decision-makers that exclude marginalized groups, GBV, and natural resources utilization (especially forest and water usage), to be issues around which conflict is often generated and, without effective mitigation interventions, heightened.

Saferworld will build the capacity of the implementing partners, including the Project's key partners (CeLLRd, Equal Access, and Youth Initiative) and its local NGO partners to design and carry out conflict assessments. The Conflict Assessment workshop will be organized with partners for the purpose of conducting the first assessment, clarifying roles and responsibilities, and building the skills of partners in using conflict assessment tools, including 'Do No Harm' and 'Safe Effective Development in Conflict' principles and approaches. This will be an on-going process that will develop the partners capabilities to in future, carry out conflict assessments independently. The final draft report will be submitted to the USAID for feedback and comments. The first quarterly conflict assessment report is expected to be produced by August 2013, with quarterly conflict assessments to continue, with reports drafted and submitted to the Project and USAID, through the mid-point of the Project – ten assessments in total.

(1.b) Alternative Dispute Resolution (ADR) Activities

Community Mediator Network

The Project will integrate conflict mediation and transformation mechanisms into village, ward, and district institutions, thereby enhancing Alternative Dispute Resolution (ADR) and Community Mediation (CM) functions. 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, Pact will use existing local ADR and other conflict mediation mechanisms rather than developing new or bringing in external systems.. 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 this Semi-Annual Workplan reporting period will focus on coordination with the Project's RPO staff to first inventory all CeLLRd conflict mediators (mediators) working in the target six districts, as well as developing the necessary training packages for mediators and Community Mediation Centers (centers) in ADR. CeLLRd has its prescribed training curriculum for its CM's, which will be enhanced with the introduction of its own ADR training module. CeLLRd and Saferworld will collaborate on fine-tuning this training package, and will begin the first round of CM trainings by July, 2013. The Project will continue to assist CeLRRd in start-up operations and temporary office accommodation in Nepalgunj if necessary, to insure their smooth transition into the region. CeLRRd will establish ine regional project office in Nepalgunj, temporarily co-locating with the Project's RPO, and five (5) district offices in the Project's designated districts.

The Gender Equality and Social Inclusion (GESI) Strategy will guide staff recruitment for the project under

CeLLRRd, and included recruits from both women, and marginalized population categories. CeLLRRd will provide orientation to the staff on Project methodology and approaches, and will organize district and VDC level consultation workshops to introduce the Project and community mediation, thereby gaining the ownership of the stakeholders in the community mediation services. The goal of these consultation workshops will be to increase collaboration among district level stakeholders, and help to publicize and institutionalize the community mediation program in the districts and at the VDCs. The workshops will be participatory, inclusive of representatives of political parties, local government authorities, former elected representatives and other key actors of the area such as mediators, journalists, judges, bar representatives and other concerned civil society representatives. Wherever possible, the meetings will be scheduled under the auspices of MOFALD and the LGCDP Cluster Coordinator's office to take advantage of their longer-termed experience working with the district-level offices and GON mainline ministries. In addition, LGCDP have developed a network of village-level Social Mobilizers that will be included in the Project's VDC and WCF level mobilization and empowerment of marginalized groups, women, and youth, to bring them into the annual VDC planning and funds' allocation processes. The Project's inclusivity of both LGCDP and GON partners is one aspect of its long-term sustainability plan, with the goal to be sustained financial support to the respective CMC's from their host VDC. The Project anticipates completion of the mediator introductions to all target districts and VDC's by mid-July.

A district level network of community mediators will be formed in each of the project districts. This network will be entrusted with making the mediators more responsible for their mediation work, integrating the SMS-mapped conflict data into the CM's follow-on training and contextual work at the village and ward levels, making the mediation program more sustainable and responsive to prevailing local conflict "igniters," and facilitating its adoption by the VDC's. This will promote its institutionalization; building their respective value to their host communities. Discussion groups that engage the Project's implementing local CSO's, youth groups, women's economic growth groups, and other UG's (some currently supported by other USAID IP's projects, such as Hariyo Ban's Forest User Groups), will undergo awareness-raising and citizen-level interactive training that promotes peace building. These discussions and seminal trainings in conflict mediation and peace-building will be facilitated by the local CM, supported by the Saferworld and CeLLRRd trained local NGO staff covering their village or ward. CeLLRRd has an established Code of Conduct that applies to the work and personal behaviors of the village-based CM's. This will be reviewed by CeLLRRd and Sajhedari during this reporting period for possible revision, updating, and context. This Code of Conduct and its application to the CM's interactions with their host community, as well as their approach to conflict mediation, is integrated into CeLLRRd's CM training and certification program. Master mediators will be provided support (logistical, training support, augmented and elevated mediation training) to provide oversight and additional follow-up training to CM's within their sub-district areas of coverage. New CM recruits will be aggressively solicited from the Project's target populations – women, marginalized groups, youth – to further promote services delivery to those groups. Linkages will be developed by CeLLRRd to the District-based MOJ's court mediation services within the district judicial system. Formal referral of intransigent cases to the District Court mediation office will be developed, beginning in this reporting period. This is in anticipation of the pending National Mediation Law, under review by the Cabinet for the past two years, but with its passage and adoption, the two mediation systems – formal (based within the

MOJ's District court system) and informal (developed by INGO's and other related organizations such as CeLLRd) – may be more fully integrated. Certifications provided by INGO's and groups like CeLLRd may then be recognized by the GON/MOJ as valid, dramatically elevating the value of CM's at the village level.

Two quarterly convening meetings of community mediators will be held during this semi-annual period, which will focus on sharing experiences and best practices from the mediation work, challenges encountered, and exploring ways to incorporate those lessons into future mediation work. Community mediators' selection criteria, recruitment and selection process, and training materials will be prepared and submitted to the COR for review and input prior to implementation. As stated, new CM recruitment will adhere to the Project's GESI strategy, with new recruitment being even more reflective of those from marginalized groups, women, and youth populations.

Community Mediation Centers

Sajhedari will work with CeLRRd to expand the number and coverage of the community mediation centers and serve as a hub for providing technical assistance, training, and material support for community mediators. They will also be the repositories for VDC-level reports on mediation cases. The center will be integrated into the existing VDC office so that they will eventually become a part of local government. Protocols for CMC integration into the VDC's will be explored by the Project and CeLRRd, in collaboration with MOFALD. At least 2,000 local level disputes are expected to be resolved through these CMCs in the first year

Similarly, review and reflection workshops will be organized during the end of Year 1 to learn from the mediation work and to integrate the review into the Year Two work plan. The review and reflection workshop will provide a venue amongst the mediators, local governance leadership (VDC members, GON mainline representatives at the District level, etc.), and CSO leaders, to share achievements, problems, and measures to be taken to improve their services. It will also serve to increase the confidence and credibility of the mediators. Sajhedari, in coordination with CeLRRd, will ensure proper documentation of the process and learning from mediation work. Surveys of these consultative meetings, and follow-on focus group discussions will be shared with USAID.

Alternative Dispute Resolution (ADR) Capacity Building

During this activity period, training of trainer (TOT) and basic mediation training will be provided to mediators at the district and VDC level. These training sessions will strengthen skills to better resolve and manage disputes, and enable mediators to more effectively address multi-party disputes and the more complicated individual cases. Sajhedari Bikaas will work with CeLRRd to assess the specific skill needs of their network of village-level mediators, as well as an expanded network of CM's that reach down to the WCF level, and provide training and other post-training support to effectively use the skills in resolving local level disputes.

Saferworld will begin building the capacity of the Project's implementing partners through TOTs on principles, approaches, and applications of Conflict Sensitivity. The Project has contracted 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 The Project and its major partners' (CeLLRd and Youth Initiative) 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. 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 will be undertaken within the early weeks of this reporting period. This assessment will inform the Project's programming decisions on addressing Objective A (Results 1 and 2) as it may relate to ex-combatant integration as a potential driver of conflict.

Violence against Women Assessment

The Project will request personnel approval for an expert on gender and conflict. While Laura McGrew was originally proposed as the gender-based violence (GBV) specialist to undertake the assessment and intervention program planning, Ms. McGrew is no longer available and Pact must identify and recruit another. The GBV prevention specialist will travel to Nepal and assess the linkages among ADR, community mediation, and violence against women. Specifically, the study will look at the accuracy with which the mediators are referring gender-based violence allegations to the formal judicial system, as opposed to 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 likely influence Gender Equity and Social Inclusion charters. As of this writing, the Project is in discussions with another gender and conflict specialist, with prior experience in Nepal, who is available to conduct the STTA consultancy during the summer months.

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

(1) Capacity Building & Community Stabilization

No activities are scheduled during this reporting period.

(1.a) Establishment and Expansion of New Women's Economic Groups

Objective A; Result 1 (ii) and Result 2 (iii). Establishing and expanding women's economic groups will begin in June with a rapid assessment of Pact's previous women's economic empowerment groups in the targeted districts by the Project's program staff (some of whom have previous experience with Pact's WORTH project in Nepal and so are very familiar with its network of women's village-level savings and lending groups). Pact previously worked under USAID funding in some of the districts of the Far-West and Mid-West regions, designing and developing the globally successful WORTH project. Many of those women's economic development groups still exist in Nepal. Where possible, the project will build on the capacity of existing women's economic groups, and where there is a gap, will consider forming new groups.

Based on the rapid assessment, the project will contract a consultant to develop a women's economic development curriculum. Pact has a strong curriculum in Nepalese, based on previous work, but will look to update those materials based on the evolution of the methodology since 2007. Linkages to collegial USAID IP's economic growth initiatives that target women (i.e., FtF's "Service Centers," Hariyo Ban's "Economic Opportunity Fund," etc.) will be explored and exploited, as well as linkages to PPP-type initiatives that connect small women's economic growth activities and leadership at the village level with regional, and national, Women's-owned Business Development groups and programs (i.e., SAARC Chamber Women Entrepreneurs Council, supported by DOS' Cultural Affairs and Economic Growth sectors).

It is anticipated that the Project will request USAID approval to engage Pact's experienced and innovative Women's Economic Growth specialist, Erica Tubbs, for a short-term consultancy. Ms. Tubbs is one of the original developers of Pact's WORTH program model and is an experienced trainer in community-based women's savings and investment methodology. She currently Directs Pact's successful micro-credit and savings and lending project (USAID and UNDP funded) in Myanmar.

The Project has requested USAID/COR and CO approval for creating a new Level of Effort (LOE)-supported Women's Economic Growth (WEG) Manager position, to be recruited to the Regional Project Office in June. Ms. Tubbs' work in Nepal will coincide 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. The LOE for the WEG position has been included in the Contract Modification request currently pending the CO's review and approval.

(1.b) Youth Engagement

Objective A; Result 2 (ii). Pact will begin its work with Youth Initiative (YI) in May. This will initiate the process for mobilizing youth clubs, leading to youth action plans and other youth activities described below, that will be achieved in later reporting periods.

Youth Initiative (YI) will recruit the project staff and provide training on the project and approaches to be adopted. A rapid survey of the youth groups, organizations, and youth focused interventions in the project area will be conducted during the month of June by Youth Initiative (YI) and Project Program staff. The rapid survey will provide recommendations on either the mobilization of existing clubs or formation of new clubs. The survey 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 localized, specific issue advocacy, to more generalized awareness raising around public planning and prescriptive and codified processes that require VDC and district-level public expenditure planning processes to be more inclusive..

YI will, from June/July, form Youth Groups (YGs) and Community Management Units (CMU). The YGs will work alongside Ward Citizen Forums (WCFs) to support their inclusion in MOFALD's (and Local Governance Act codified) 14-step inclusive planning process, and leverage youth development agendas into WCF priorities. The CMU will work at the VDC level with the Community Awareness Center (CAC) and

the VDC Council to ensure prioritized issues raised by the WCF and YGs will be heard when finalizing the VDC priorities for the fiscal year.

YI will also establish a capacity development curriculum that it will provide to 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, which has been engaged throughout YI's budget and workplan development process in the previous reporting period, will continue to play a role in building YI's capacity to monitor progress as it mentors youth clubs. The Project will work closely with YI's senior management team on financial planning, accounting, and reporting, project planning (including workplan development, M&E measures and processes, staffing and operational requirements, etc.), and other organizational strengthening interventions, as identified in the Project's Organizational Assessment, to assist it in being fully capable of contracting with USAID and other donors by the end of the Project.

YI will organize a series of consultation meetings with district and VDC level governance and CSO leadership in June to introduce the project and approaches in promoting youth contributions to local development and community stabilization. Starting in Banke, Bardiya, Surkhet, and Dang districts, and in coordination with the district and Cluster Coordinator level LGCDP program offices, district level networks of youth groups will be formed and mobilized to bridge the gap between rural and urban youth and also to coordinate project activities with district line agencies. The district network will eventually evolve a regional youth network. Meetings of these youth groups and their networks, strengthened through interventions with Pact Program staff, and YI leadership trained in ONA assessment and strengthening intervention tools, will be organized on a regular basis to share experiences, learning from each other and build a stronger youth network across regions to ensure meaningful participation of youth in peace and development efforts. Where there is overlap, Equal Access' "Smart Clubs" will be integrated into YI's youth networks, further strengthening the connections and resources available to them. The WCF and VDC level youth groups will be led through the annual VDC planning process by the Project's local NGO IP's, with each producing its own prioritized project activity for presentation to the VDC planning process. Wherever concurrence between the youth's planning priority, and that of other CSO's and UG's operating in the shared village or VDC, then those prioritized project activities will be integrated into a one, with a larger constituency supporting its adoption by the VDC.

In August, 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, including Organizational Capacity Assessment (OCA), Organizational Performance Index (OPI), and Organizational Network Analysis (ONA). Mr. Reeves will take the trainees through an organizational assessment process and practice application with both Youth Initiative and CeLLRd.

(2) Media Campaigns

During the first six months, Pact will work with Equal Access (EA) to define radio programming around Project objectives. During the first year, the Project will develop media content themes ahead of full-fledged campaigns. This will allow the Project time to further collect evidence which will influence long-term decisions on media engagement. Additional studies including gender-based violence, polling conducted by IDA (scheduled to begin in July, upon approval of the CO/COR) 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. Themes reviewed by these thematic groups may include Gender-based Violence (GBV) and organizational opportunities for women in response to local violence, the 14-Step Public Planning and Expenditure process (codified by MOFALD and the Local Governance Act of 1999), alternative dispute resolution processes and case studies (with referral to local CMC's and use of their staff in the programming), pre-election programming in the run-up to the CA elections in November (tentative), post-election options for Nepal, including the possibility/probability of local elections, economic opportunities and growth sectors for women and youth, disaster risk mitigation strategies and planning and highlighting of local GON agencies responsible for disaster response, etc.

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."¹ Pact and EA will develop due diligence procedures in the radio selection process, building upon EA's extensive knowledge of broadcasters across Nepal.

EA will convene a series of workshops (one each of the six target districts) with representatives from existing implementing partners, major media organizations (including those that represent women and marginalized voices), partner local FM stations and NGOs/CBOs in each of the districts. The workshops will enable these organizations to provide input on planned public outreach activities and messages based on their experience and expertise and will maximize the Project's ability to complement the work of others collegial USAID IP's (FtF, Hariyo Ban, H4L, Suaahara, etc.), collegial governance projects (i.e, LGCDP, WB's PRAN, DfID's ESP, CARE's ESP, etc.), CSO and CBO "best practices" and highlighted success stories, PPP initiatives, GON initiatives that impact on local governance and Project goals, etc.

Twenty-six (26) new radio episodes will be produced and broadcast over the course of this work plan, and will be reflective of the priorities emerging within the Project's target six districts and 60 VDC's (first 2.5 years) and discussions held within the radio programming thematic groups. These episodes will be integrated into two existing flagship radio programs, *Naya Nepal (NN)* and *Saathi Sanga Manka Kura (SSMK)*, which have a combined weekly listener base of around 8 million Nepalese across the country and 2.3 million within the six target districts (BAS 2008). While *NN* reaches a cross section of rural Nepalese, the core

¹ "Community MHz: Assessing Community Radio in Nepal"; UNESCO, Kathmandu, 2011.

audience of *SSMK* is youth with 91.4 percent of people under the age of 30 having listened to the program (UNICEF VARG Report 2010). Listener interaction will be sought via mobile and online technologies including SMS polling and Equal Access' recently launched Citizen Journalism Platform. Both programs have a loyal listener base among Maoist combatants, Verified Minors and Late Recruits (VMLRs), young Nepalese Army soldiers, and returnee community members. This diverse listenership makes these programs an ideal vehicle for conflict mitigation, imparting essential life skills, including empathy, creative thinking, effective communication, coping with stress, building self-esteem, mutual understanding, and community responsibility. Although the programs will be nationally broadcast, a focus will be given to voices from the target geographic areas via audio collected by EA's established community reporters, who will be coordinated out of their newly established regional office in Nepalgunj.

From the larger group of stakeholders, a smaller group of enthusiastic members and technical experts will be invited to join a Content Advisory Group (CAG). The CAG will ensure the episodes are technically accurate and culturally appropriate as well as review feedback gathered from listeners and provide guidance on programming. The CAG will be comprised of EA's own radio technicians, and also of Project Program staff, YI's senior staff, and a representative from CeLLRd. The review panel is not a pre-approval body, but instead reviewing content for messaging in appropriate languages and dialects for maximum listenership and understanding, gender appropriateness, inclusivity of marginalized groups and voices, and where advisable (i.e., voter registration and citizenship PSA messaging) review by relevant GON agencies. Final approval of all media programming with the Sajhedari project rests with USAID.

To support the effective media programming, EA will create a network of trained community members, particularly amongst youth and other non-traditional actors, with direct access to district and national airwaves. The Community Reporters (CRs) are not traditional journalists but are the ears, eyes and voices of their community. The CRs will ensure that unheard issues and voices are recognized and included in local and national dialogues and decision making processes, and that links are created among communities, government, and local media with those historically marginalized peoples. From previous experience, Equal Access has found that those trained in media reporting and public presentations have a higher status in society, due to their access to the media. These people are invited to participate in otherwise closed meetings, including too often insular and exclusive VDC planning processes. The Community Reporters will also be used to cover ADR trainings and resolution outcomes, and other conflict mediation and capacity-building activities planned by Sajhedari, and will be linked to the Community Mediators working on this project.

EA will also create a platform to promote interaction between its content and listeners through the adoption of an on-air SMS poll. SMS poll questions will be devised in coordination with other local partners to gather audience feedback on relevant questions and issues related to the project. Although national data will be collected, the polls will be focused in the six target districts via FM partners to attain locally relevant data. In addition, this will allow for data from the target districts to be examined in relation to the national average, resulting in the ability to examine the knowledge, attitudes and behaviors of the target areas in relation to the nation as a whole. Equal Access' will analyze the results of these polls in house and the resulting reports will be widely distributed.

To strengthen local voices, the project will promote the role of youth through listener clubs in the project areas. Listener Clubs will provide a safe space for young community members to listen to the radio content and talk about how the issues on the program are relevant to their own lives. These “Smart Clubs,” are increasingly informed listener groups that will also play a vital role in ensuring that radio content remains relevant and applicable to the youth listening audience, and in measuring project impact in terms of youth participation in local planning (CAG and VDC) processes. Through facilitator feedback forums and monitoring visits, EA will collect information and record listener reactions to the radio episodes, capturing perspectives on issues as well as valuable feedback on the elements of most interest to listeners, areas for improvement, questions, and requests for additional information. This feedback will then be shared with the Content Advisory Group and production team to guide the production and content of future episodes.

Besides partnering with local FM stations to produce and broadcast the weekly radio programs, Sajhedari Bikaas will also provide a series of governance trainings for station managers from all sixteen FM stations, based across the six target districts. The sessions will cover topics including, but not limited to, governance, participatory decision making, accountability, inclusion, right to expression, and respecting the community voice. Continuation of support for the eight selected 'production partner' FM stations will also be determined by adherence to the principles of the training. EA will also provide training to FM stations on local production to train production staff from eight selected local FM stations in the six districts, building their capacity to produce a range of interactive programming, including on-air discussion programs, roundtables, outside broadcasts, community call-ins, and SMS-generated public forum programs. Three FM personnel will be selected from each station, and of those, at least one will speak a local or minority language to encourage further engagement of local language groups.

Following the trainings, each local FM will be supported to produce interactive shows or campaigns, to potentially include call-in or discussion shows as follow ups to the central level programming, community round table discussion programs with SMS interaction capacity, or outside broadcasts that bring local government and civil society together in productive dialogues. To ensure quality content, EA will work with the trained stations, providing technical support as needed, whilst also ensuring each station takes ownership and initiative as well as creative control of their programming.

OBJECTIVE B: Communities Access Resources for Development

Result 1 – Inclusive community strategic planning processes established

(1.a) Community Development Assessment

During this workplan period, the Project will conduct a number of assessments -- Rapid Assessment, GBV Assessment, Quarterly Conflict Assessments, Rapid Assessment of Youth and Women, Economic Groups, Perception of Governance Survey -- within the target six districts. Conflict assessments, and their root causes, will be assessed by Saferworld in the quarterly “Conflict Assessments,” the first of which will be completed by August. In addition, Sajhedari’s Program staff will conduct community resource mapping,

expanding on the previous desk-top survey of donor/NGO IP/sector mapping of current and planned projects within the six districts. This resource mapping exercise will be augmented and updated regularly through interviews with district-level GON ministerial representatives, LGCDP district and Cluster Coordinator level officers, and DDC/LDO offices. The resource mapping will inform the overall community development assessments that will be conducted by the Project's DNGOs/LNGO IP's for each covered WCF and VDC, providing an outline of political leadership, commercial interests and resources, and public-private partnerships that may exist in the community. This resource mapping will be contributing to LNGOs' work on local planning and community development process.

(1.b) Local Governance Assessment

A Local Governance Assessment was conducted as a component of the Rapid Assessment, which has been submitted to USAID. Additional surveys of "Perceptions of Services and Federalism" (ref: pg. 36) will be conducted annually by Interdisciplinary Analysts (IDA) for the Project, and will inform the Project's local programming, and support to the VDC annual planning and funds disbursement processes. The first such survey will be conducted within this reporting period, and is tentatively scheduled for a July implementation, with the final report available for review by USAID by August 1st, 2013.

(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 to the 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 do not 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.

During the previous reporting period, Pact engaged consultant Sarah Wood to conduct a participatory planning methods assessment and community contracting Master TOT (MTOT) training module that achieved 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 material in Nepal. Pact worked with the consultant to survey existing materials and determined it would integrate existing community development and community-inclusive planning processes into its MTOT training module, which will be the basis of community-inclusive trainings for its local NGO partners.

Community Planning Training Package

Pact is responsible for developing a comprehensive training package for the selected district-level Local Non-Governmental Organizations (LNGOs), outlining how the Project will achieve the contract's objectives, with a particular focus on Objective B and C. This training package focused on the Community

Participatory Planning process, with special attention to incorporating the Project's three key principles; 1) inclusion, 2) community based participation, and 3) local accountability. The comprehensive training package will align with the Ministry of Federal Affairs and Local Development's (MOFALD) 14-Point Planning Process, and follow the government's annual planning timeline. The Project's implementing LNGO'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, and small project management systems, that reflect and sustain those principles. The community participatory planning manual details the Community Development System in Nepal, and trained Program staff on the 14 Point Planning Process that is used and prescribed by the Ministry of Federal Affairs and Local Development (MOFALD). The community participatory planning manual illustrates the tools and local accountability systems that are promoted at the VDC and DDC level to support the Local Self Governance Act (LSGA). The LSGA provides the regulations and guidance that local government (LG) officials need to administer the planning and development process in Nepal. This training also focuses on Social and Community Mobilization and the role that it plays in creating inclusive and participation in the annual planning process in Nepal.

Community Contracting Training Package

Pact has a Community Contracting Manual and methodology that 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 or 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. This Community Contracting Manual has been augmented through the STTA consultancy of Sarah Wood, and as of this writing is under review by Project staff. It will be finalized by the beginning of this Semi-Annual Workplan reporting period. The community contracting (CC) approach will promote an inclusive Community Contracting (CC) process within the Project and its local NGO IP's, to increase target populations' access to resources and enhance local level decision-making that is more inclusive. The CC manual details the key milestones, activities, and sub-activities in a CC process, and illustratively explains the annual VDC project cycle. Apart from the project cycle, the manual also contains templates and tools needed for an accountable and participatory CC system. Community Contracting is an essential tool that Project and local partnering NGO staff will use to encourage more participatory decision-making by marginalized groups. This approach will promote more equitable and inclusive resource allocation decisions and build community skills in Conflict Prevention, Mitigation and Management (CPMM), as well as Gender Equality and Social Inclusion (GESI). The manual and tools included, particularly the multiple references and links to GON sites and referenced laws and regulations, will be useful for project management staff, community groups, and non-governmental organizations that will support the objectives of Sajhedari Bikaas.

(2.b) Training

See the STTA consultancy tracking sheet (Appendix 5) for identification of specific trainings planned by the Project in the reporting period covered by this Semi-Annual Workplan.

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

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 CeLLLRd-supported CMC’s, and Youth Initiative’s outreach to youth within the target districts.

(Refer to Objective A, Result 1, described above for more information).

Result 2 – Strategic community development plans established

(1) Annual Community Plans

In early May, 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 LNGO 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 LNGO 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 LNGOs to build the capacity of CBOs and UGs to improve participatory decision making processes and implementation of community projects in accordance with 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 guidelines and activities. During the second six months, the Project will develop a community planning package for local NGOs, building upon existing materials and further deepening the approaches of community planning and community contracting that include both GESI and CMM in order to achieve the Project's objectives – most specifically those results and outcomes identified in Objectives B and C.

The inclusive and participatory Community Contracting approaches described above 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 follow-on project supervision, and contract monitoring.

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 June and July the OPI focus will be turned to the Project's primary IP's (CeLLRd, Youth Initiative, and Equal Access). In August and September, the Project will develop a tailored OPI tool and train Pact Nepal staff to use the OPI tool to first establish the OPI baseline for the Project's local NGO IP's, which will subsequently inform and measure organizational capacity development and change through the life of project (LOP).

Recognizing that the LGCDP has worked throughout Nepal, Pact will initiate meetings with its leadership and seek opportunities for alignment with 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 MOFALD.

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 LNGO work with communities. Due to the likelihood of delay in national budget and focus on the second CA elections to be held in Nepal later this year, the local planning cycle and disbursement of budget to the VDCs are likely to be affected. 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 specific situation at the DDC and VDC level in relation to the annual planning and implementation process and provide recommendations to USAID on the most viable activities for September – November.

Local NGO Selection

As one of its core approaches to sustainability, Sajhedari Bikaas is working to ensure that each designated district will have local NGOs capable of sustaining efforts at the district level that ensure communities are able to access resources for future development. The Project also seeks to effectively engage women, youth,

and other marginalized groups in the community's work to form new local entities; and ensure that communities are assuming the responsibility to build a positive future – the tangible practice of the Projects three defining Key Principles. The Project was originally designed to partner with at least one strong local NGO per district, through a competitive bidding process, to play a critical role in implementing activities across all four objectives. Considering the practical cultural and operational challenges facing women and minority-led and focused local NGOs, we've started developing an RFA process that encourages these NGO's to compete and get priority in the local NGO selection process. This may, for instance, change the initial thought on selecting one 'strong' NGO per district, as opposed to multiple local NGO IP's per district. The Project is considering making a two-phase local NGO partner selection process; 1) asking for a simple concept note, and 2) the shortlisted concept note applicants will be asked to submit a full proposal. This will allow and motivate the smaller, and particularly women and minority-led NGO's, to participate in the process but also provide us with the discriminators that will help us filter between 'good in paper' and 'good at work' local NGOs. The Project envisions selection of local NGO partners in six steps; i) release of RFA, ii) district-wide pre-bid meeting/consultation with potential applicants, iii) submission and shortlisting of concept note, iv) invitation for full proposal from the shortlisted applicant NGOs, v) field verification/reference check, and vi) selection/announcement of final local NGO partner. The Project will ensure engagement of local government officials, such as the DDC and WDO, and USAID in the final round of the selection process. Local NGOs will be the primary institutions interfacing with communities, and as such, the Project places great importance and attention to its selection and mentoring of its local NGO partners. Pact will build upon the work preceding it, wherever possible, by other governance projects such as LGCDP, DfID/GIZ's Enabling State Programme (ESP), the Rights, Democracy and Inclusion Fund (RDIF), Community Support Project (CSP/CARE and RRN), the World Bank's PRAN, and others. The Project will however, ensure maximum transparency and fairness in the local NGO selection process. For this, the Project will learn from the 'gaps' and lessons learned that were experienced by donors/INGOs in their own NGO selection processes.

During the first six months Pact's regional program managers began surveying the initial eight districts to identify Local NGO's that have governance and women's economic development capacity. They also surveyed and produced maps and tables identifying current donor-driven development and governance projects in these eight districts of the Mid-West and Far West regions, and their respective local NGO implementing partners. This "community resource mapping" exercise has been completed, and project activities, by sector and donor, have been identified in all six of the Project's final districts. In addition, the resource mapping exercise identified local NGO's that have been particularly "successful" at winning awards from the donor-driven project listed above, indicating either a high degree of competency and performance, or a competitive advantage over other NGO's and CSO's in their respective areas of operation in successful application to donor solicitations. If nothing else, it has provided the Project with additional information and vetting on which to make its own selections of local IP's.

The Project plans to award Grants under Contract (GUC's) to six governance DNGOs (one per district) and three women's economic development DNGOs (one for every two districts).

Sajhedari Bikaas will issue a Request for Applications (RFA) for Local NGOs in late-May or early-June, setting in motion a two-month process of Local NGO selection, and ending with signed agreements in August. The project will use NGO networks and print, radio, and electronic media outlets to announce the RFA to reach as wide an audience as possible. The Project staff will conduct informational meetings in each of the districts where interested local NGOs can present and clarify questions they may have. All deliberations will be posted on a public site so that questions across districts will be available to all interested and potential local NGO applicants.

The Project will establish a local NGO selection committee as outlined in the Grants Management Handbook, and if appropriate, inclusive of GON representatives and LGCDP, which will be discussed and clarified further with USAID. The Sajhedari Bikaas local partners and GUC's solicitation will highlight and give weight to local NGOs with strong governance and women's economic development capacity in their respective districts, as well as a degree of proven financial management capacity. Awardees will go through a rigorous financial audit and assessment process by Pact's Finance Unit, and based on that financial management evaluation, a capacity-building financial management training module will be developed and customized for each selected IP. Follow-on financial management practices and reporting mentoring will be consistent with Pact's modality of local NGO capacity-building practices and policies.

It will be essential that the Project has a transparent and open RFA process. Based on experience gained from the previous Nepal Governance Citizen Partnership Project (NGCPP), DfID's Enabling State Program (ESP), and the World Bank's PRAN, all of which targeted and utilized local NGO's in direct implementation of program activities at the district and VDC level, LNGOs can be highly politicized at the sub-national level and it is critical that LNGOs understand the process and see it as credible.

(1.b) Two-year Plans

No activity is planned during this period.

(1.c) Community Needs/Resource Mapping

The Project's LNGO IP's will be trained in Community Resource Mapping approaches during this reporting period, but none will be conducted until the beginning of the next Semi-annual Workplan reporting period (December 2013 – January 2014).

(1.d) Ward Citizen Forums (WCFs)

Sajhedari Bikaas will work through its LNGO partners to ensure inclusive and effective participation of WCF's in the local planning process. The project will map the existing number, in terms of women and socially excluded groups, and quality of the WCFs participation in the local planning process such (i.e., number of meetings held, agendas developed and publicly available, established project priorities through a participatory planning process, transparency in their financial and operational functioning, etc.). Based on

the mapping, the Project will develop a capacity-building needs assessment of the WCFs and will begin those interventions through the Project's LNGOs IP's. The capacity building needs assessment will be based on the roles and responsibilities of the WCFs as provisioned by MOFALD. The Project will coordinate with LGCDP, DDCs, and VDCs in identification of resources, whether financial, technical, or organizational, that will measureable improve their performance. Likewise, the Project will work with LNGOs to impart skills and information required to ensure quality and timely participation of the WCFs in the prescriptive 14-Step local planning process that will begin in November. The project will submit its draft strategy on WCF capacity building and mobilization to USAID/COR for review and comments by September. The strategy once approved by USAID/COR, will be integrated into the local NGO partners' approaches and work plan.

(1.e) WCF Accountability

In building WCF capacity for their meaningful participation in the local planning process, the project will emphasize improvements in accountability. The project will begin to establish robust and practical mechanism and instruments, such as public audits, public/project information board, and citizen charters, at the ward level to ensure transparency of all its work. The project will initiate participatory discussions with its LNGO IPs, WCFs and CACs including relevant DDCs and VDCs on the modality and standards of the accountability measures at the WCF level to ensure optimum ownership of those processes. The community inclusive process is aligned with, and complementary to, the Community Contracting modalities in which Project staff (Program and Grants & Contracts) are trained. Prior to initiating the discussion on accountability measures, the project will review the existing accountability mechanisms established and practiced under LGCDP and other governance projects in the area, including DfID's ESP, to assess the effectiveness of different tools. The project will submit a draft accountability mechanism to USAID/COR for review and comment by mid-September.

(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

Along with supporting better governance at the local level, increasing communities' access to the annual public expenditure planning and allocation processes is of highest priority. Because the Project will work in six districts, and across more than 120 VDC's (and 1,080 WCF's) over the Life of Project (LOP), it is necessary to adopt an implementation approach that takes advantage of Nepal's long history of civil society strengthening, advocacy, and organizing. The Project will utilize LGCDP's own local social mobilizers as gatekeepers to the VDC-level governance processes.

With the final selection of the Project's LNGO IP's by mid-July, the Project will begin an intensive program of organizational capacity assessment and follow-on capacity development training activities with LNGO partners. Included in the assessments will be a financial management evaluation, organizational network analysis (ONA), and organizational performance index (OPI). These assessments will inform the Project's capacity-building trainings and mentoring interventions, tailored for each respective LNGO IP. The Project will submit its organizational assessments, and remedial capacity development intervention plan to USAID for review, prior to implementation of activities. These organizational assessments will be led by Pact's three standards of capacity building; bronze, silver and gold. The standard is organized under the five pillars of capacity development: Scan, Analyze, Plan, Act, and Learn. Each phase is described by detailing the processes used under the pillar, tools that can be drawn upon, the integration of our four key principles, and most importantly, identifies standards related to that specific phase. In essence, the Gold Standard represents the best of what we already do as an organization and provides a way forward to improve on what we already do well. The Standard is not a "one size fits all" solution; rather, it allows for customization and contextualization within our capacity development framework. Looking specifically at different strengths and weaknesses of the local NGO IP's, as well as our national NGO partners, and formal networks, the Project recognizes that not all interventions are able to implement at the highest standard due to operating environment restrictions, availability of resources, length of the project and the current capacity of partners and, therefore, three levels are demonstrated.

(1.a) Support to Resource Mobilization Committees (RMC)

As an element of the resource mapping exercise to be conducted at the VDC level by the Project's LNGO IPs, local committees will be established with a focus on sustainable resource mobilization that can provide on-going resources and funding to local projects. These committees, located at the WCF level, will be connected through SMS messaging and other communications technologies (i.e., the media component of the Project), to strengthen their ability to build a network of resource mobilizers, recognize opportunities across several WCF's or VDC's, and opportunities to best tap and utilize the available resources for local community development. The Project and the local NGO IPs will encourage the WCF's to aggregate around themes or causes of action, such as GBV prevention, natural resources utilization (FUG's), Community Adaptation Plans of Action (CAPA) development and enforcement, or to solicit financial and material resources from other groups which can be used to implement their own prioritized ward-level activity.

The Project, with its LNGO partners will explore ways to strengthen inter-village networks using mobile phone technologies, and facilitated knowledge-sharing and capacity-building trainings, which will, in some cases for example, lead to joint planning for cross-VDC or inter-VDCs projects. Shared project implementation, at the village level, or at the inter-village level, will be practiced and used as a means to further strengthen the engagement of the Resource Mobilization Committees. The Project will provide technical assistance to the RMC that supports the coordination and equitable expenditure of community resources. The project will build the capacity of the RMC on community resource mobilization skills. The Project will achieve better coordinated revenue management at the community level through the skill

development of RMCs. The RMC will develop a budget for the village development plan, including government guidelines that provide earmarks for marginalized groups, while identifying what resources exist or which pool of funds will be targeted for which activities. This fund raising plan for the community will be attached to the strategic VDP and will be married with a Resource Outreach Plan (ROP) which identifies major stakeholders, community members responsible for outreach, and links them with national networks. The Project will augment this with communication capacity development of key community spokespeople in the RMCs, empowering local champions to play a critical role in advocacy on behalf of villagers for development needs. Through these skills, the RMC will identify shared costs from inside and outside the community, and major funding gaps for development priorities.

(1.b) Fundraising Plans

No activities this period.

(1.c) Resource Outreach Plans

No activities this period.

(1.d) Building Communication Capacity

The Project will work closely with Equal Access (EA), its media sub-contracting partner, to identify at least four of its network of 12 radio stations serving the Project's six districts, for additional capacity development, including provision of production equipment to facilitate local production of FM broadcasts. A plan for provision of both materials and production and management training will be presented to USAID for review by the end of this reporting period (November 2013).

(1.e) VDC Level Resource Outreach Plans

Though the community resource mapping exercises will be conducted within this reporting period, completion of the VDC-level Resource Outreach Plans will not be completed in this period. The VDC level resource outreach plans will include the LINGO's plans for developing resources both within, and external to, the annual DDC/VDC planning and funding cycle.

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

No activities this period. It is anticipated that the micro-granting activity will begin shortly after the annual local planning cycle begins in November, but will not be fully engaged until the next Semi-Annual Workplan period.

OBJECTIVE C: Communities Implement Inclusive Development Projects Effectively

Result 1 – Mechanisms for transparent administration of funds institutionalized

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 governments in the six target districts in May 2013, but will continue its introductory and information-sharing meetings with district-level GON ministries, and district-level agencies and offices (LDOs, WDOs, DDCs, CDOs, Information Offices, Election Commissions (DEOs)) throughout this Workplan period. Meetings in other districts will occur by the beginning of this reporting period. The Project has scheduled these introductory meetings, including the final selection of VDC's through consultation and concurrence by the six respective DDC and LDO offices, by the second week of June. (See section on Annual Community Plans above for more detail.)

As of this writing, MOFALD has reviewed the final Rapid Assessment findings, concurred with the final six district selection, and recommended that the Project take its VDC recommendations to the respective district offices for review and consultation. Recognizing that Sajhedari Bikaas will benefit by forging stronger relationships among line ministries and local government, Pact will continue to include line ministries in its stakeholder analysis and will seek opportunities for coordination and collaboration. In particular, the Project will reach out to newly formed governance and GESI 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 has to date, played a key role in USAID's Nepal draft Country Development Cooperative Strategy (CDCS) by convening the first meeting between USAID's Implementing Partnering lead organizations and projects, operating in overlapping district with Sajhedari.

At the regional level, it is critically important to coordinate with other USAID programs and implementers, to reduce duplication of effort, duplication of counts on respective projects' indicator measures, and most important, exploration and engagement of cooperative behaviors and utilization of resources (personnel and financial) to optimize outcomes across the four programs. The four major Presidential Initiatives (PI's) being implemented in districts of the Far West and Mid-West region are; 1) Feed the Future (Winrock), 2) Health for Life (RTI/Global Health Initiative), 3) Hariyo Ban (WWF/Global Climate Change), and 4) Suaahara (SCF/Global Health Initiative). In addition to USAID sponsored programs, Sajhedari Bikaas will work with the regional LGCDP's Cluster Coordinators' offices in the Mid-West and Far West 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), World Bank, and other international donor organizations. The Cluster Coordinators convene donor coordination meetings on a regular basis in their respective districts. As of this writing, Sajhedari has met with, and been invited to participate in, the Mid-West Cluster Coordinator's regular inter-

agency and donor coordination meetings. Outreach to, and introductory discussions with, the Far West regional Cluster Coordinator will be completed by June 1, 2013.

Pact will also 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 “Hariyo Ban,” “Health 4 Life” (H4L) and “Feed the Future (FtF) projects, among other collegial governance projects. It is anticipated the SCF’s Suaahara project will also attend, though they only overlap with WWF’s Hariyo Ban project in one district in the Mid-West region -- Kalpibastu.

(1) Transparent Administration of Funds

To ensure the transparent administration of funds, Pact submitted to USAID within the past Semi-Annual Workplan reporting period 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 (GUC’s) 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 in the day-to-day context of Project implementation. During the past reporting period, Pact engaged a national-recognized specialist in anti-corruption and fraud mitigation practices and policies, to add further local context, and depth of understanding and practices to its own extant anti-corruption policies and practices. At the end of this workplan period (November 2013) Pact will also recruit and employ two internal Finance & Grants specialists, whose sole mandate will be to provide additional, objective oversight to the Project’s internal financial and procurement practices and procedures, and its grant-making and grants’ accountability practices and procedures to insure that Project funds are used for purposes intended – promotion of Project objectives and outcomes.

Key to improving public accountability for public funds is putting more capable “eyes and ears” on the ground and in local advocacy positions. This includes empowering community members, civil society, and leaders that can hold the people and process at village-level to account. Under the newly adopted CDCS, USAID anticipates that improved governance will enhance impacts in other development sectors, through more transparent and inclusive planning and public funding allocation practices at the local level. The Project will build the competencies of its local implementing partners to realize those practices by bringing historically marginalized groups and populations deeper into the codified 14-step planning process. This includes establishing village-level committees to oversee public funds allocations and tracking, through application of the Public Expenditure Tracking System (PETS) trainings, down to the WCF level. It also

includes mobilizing its network of community mediators, village and VDC-level groups, and media to raise awareness of public scheduling of the 14-Step planning process.

Result 2 – Inclusive management systems adopted

(1) Inclusive Management and Decision Making

By the end of the Project, Sajhedari Bikaas will work with hundreds of community based organizations (CBOs) and user groups (UGs) to establish Gender Equality and Social Inclusion (GESI) Charters. Per the contract with USAID, “...*the Contractor will establish Gender Equity and Social Inclusion (GESI) Charters that outline youth and marginalized group participation in decision making and implementation of community projects. The Contractor will collaborate with CBO’s to build on existing GESI efforts in the targeted geographic areas.*”

The development of these Charters will emphasize the strong participation of community members to ensure local ownership. They will focus on standards requiring women, youth, and marginalized group participation in local (WCF/CAC) planning processes and decision-making, as well as follow-on implementation of community projects.

The first stage in this activity commenced with the arrival of Charla Britt, Ph.D., on January 22, 2013. Dr. Britt wrote the Sajhedari Bikaas GESI strategies which included recommendations on Social Inclusion Charters. The strategies were based on desk research, including a review of similar strategies published by MOFALD, 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 included findings related to the inclusion of ex-combatants in the project activities. Adoption of GESI Charters will be a precursor and prerequisite to any grants allocation to local CSO’s and UG’s, as assurance that women, youth, and marginalized groups are adequately represented in all aspects of the Project activities, and particularly, in its Grants under Contract (GUC’s) and project planning activities, in conjunction with the VDC’s annual 14-step planning and prioritization process.

(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 focused 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 preliminary studies and capacity development activities, representing the foundation for Objective D. Objective D's strategic planning becomes more critical during this Semi-Annual Workplan, given that there is a new transitional government and that elections are expected in November 2013. Pre-election activities that support citizenry awareness and participation in the upcoming CA elections, have already tentatively begun, and will scale-up and broaden in implementation during this reporting period.

Pact's Director of Governance, Marc Cassidy, will travel to Nepal in June, 2013 to lead the design of the Sajhedari Bikaas Objective D Strategy. In order to complete the strategy, 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 drafted by July 2013 and submitted to USAID for review and approval.

Result 1 – Local government officials effectively carry out their mandate

(1) Perceptions of VDC Service & Federalism

By July, Interdisciplinary Analysts (IDA) will begin a study to identify perceptions on federalism, decentralization, and local service delivery. IDA will conduct the quantitative survey on an annual basis after this reporting period. The results of these surveys will influence the content of media, possible inputs into the VDC planning and implementation process, the development of media and local advocacy campaigns, and other activities. It will also provide a window into the thinking across the region around critical national and local issues. IDA has been vetted by the Project staff, as well as the Deputy Director for Pact's Results & Measures unit, Joris Vandelanotte, Ph.D. IDA's methodology, including questionnaire and structured focus group interviews, will be reviewed by the Project, and presented to USAID/COR for review in July, prior to implementation of the first annual survey. At the conclusion of each annual survey on local perceptions of federalism, decentralization, and service delivery, IDA will produce a report to be presented to the Project for review. Refinements in the language of the reports may be appropriate prior to sharing with local governance officials at the district and VDC level. IDA will be asked to present the survey findings to the Project, as well as USAID each year following submission of their survey report. The findings will be used to adjust the Project's interventions at the VDC level (**Objective B; Results 2 (iii); and Objective D, Result 1 (ii)**) to insure more inclusive annual planning processes, prioritization of selected projects and funding, and improved perceptions of general services delivery at the local level.

(2) Local Governance Barometer (LGB)

Objective D; Results 2. In late-August/early-September of this reporting period, a former Pact employee and founder of Root Change, Evan Bloom, who helped develop the LGB methodology, will provide

training to Project Program and M&E staff on implementation and measures of the Local Governance Barometer (LGB). The LGB is a community-based, and community-inclusive, qualitative survey tool that reflects community perceptions of local governance and its ability to accurately and inclusively identify and deliver prioritized services in a transparent and equitable manner. It provides a structured survey framework that facilitates citizens' ability to identify which capacities of local governing authorities need to be strengthened, and provides a yardstick to measure what is and what isn't getting better over time. Whereas other approaches focus just on engagement with government officials or civil society, the LGB brings together leaders from civil society, the public sector, and the private sector to engage in dialogue. This helps to level the playing field and creates a forum for establishing trust for moving forward together to resolve commonly recognized problems, and a context and process for more inclusive public project planning.

Project staff met with some of the original designers of the tool in the Nepalgunj office in May, who provided an overview of their training focus, capabilities, and began surveying staff for previous community development experience and level of expertise. The dialogue will continue through July to solidify the training modules, and better target the Project staff, and IP's staff, that should be included in the TOT trainings. The methodology, including any formalized questionnaire, will be presented to USAID/COR for review and comment prior to implementation. This is to be a "trial" application of the LGB, and will target six (6) VDC's in two districts. If results are favorable and promising, and with prior approval of the COR, the process will be fine-tuned through staff (both Project and IP's) review and application of best practices, and expanded in implementation across the entire sic-district area of operation.

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

VDCs will be identified through the Rapid Assessment process, and in concurrence with USAID, MOFALD, and the respective DDC offices, selected in late-May. VDC function in program activities will not begin until after Local NGOs are selected in July. Most capacity development activities benefiting VDCs will be delivered by LNGOs 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

Once introductions are made to the six district LDO and DDC offices, the Project will next meet with and engage the district-level Women's Development Office (WDO) and begin planning its introductions and programming with the Women's VDC Secretary Forums in each of the Project's respective VDC's. Plans for engagement with the Women's VDC Secretary Forums at the district level will be developed by July (soon after the WEG Program Manager is recruited and employed by the Project) and submitted to USAID for review. The WEG programming, including TOT training on Pact's WORTH model of micro-finance and savings and lending groups, will include the Women's VDC Secretary Forums. The Women's VDC Secretary Forums will be consulted in the final selection of the "women's economic growth and empowerment" local NGO's, as well as project development and planning under this activity. The women's

led local NGO's will receive the same organizational assessment and capacity-building interventions as those of the local NGO IP's.

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

(1) Stabilizing Central Government Fiscal Commitments to Communities

No activities are planned for this period, though the Project will continue to share lessons learned and best practices with both USAID and LGCDP's Governance forum at the national level.

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

(1) Public Expenditure Tracking (PETS)

Object C, Result 1 (ii); Objective D, Result 2 (i) and Result 3 (i). Planning and assessments of PETS and its application to the Project's LNGO selection process will be anticipated during the consultancy term of Matt Reeves, scheduled for late-June (see Annex 6 - STTA Consultants' Tracking Sheet). PETS methodology will be taught as a Master TOT training to Project Governance and G&C staff, who will in turn, train up the Project's LNGO IP's staff. It is expected that local CSO's and UG's operating within the Project's VDC's will then be trained by the Project's LNGO IP's, under supervision of, and mentoring by, the Project's Program and G&C staff. Transparency of public funds expenditures at the VDC level is a critically important result, and expected outcome of the Project. Emphasis will be given through this reporting period to ensuring LNGO IP's competency in PETS methodology and practices, with on-going mentoring and oversight by Project staff, while they in turn, train-up local CSO's and UG's in PETS processes and practices. Through their PETS capabilities, and application of same with Project-allocated Grants under Contract (GUC's), the CSO's and UG's will practice funds accountability, which will be applied to their own community-based auditing of the VDC funds allocations and expenditures. At both levels – CSO/UG and VDC – increased accountability to local constituencies and transparency of funds tracking and use will be realized. PETS training of the Project's local NGO's will begin in early August, following the Master TOT training received by the Project Program and G&C staff. No direct application of the PETS however, will be realized within this reporting period as the annual VDC planning and public expenditure process only begins in November 2013. If the Project finds an opportunity to apply PETS, through its local NGO partners prior to the 2014 VDC annual planning cycle, within the context of the recently-passed national budget allocations to the sub-district level, it will do so as a trial of this community-based public expenditure tracking and auditing capability.

Contribution to Constituent Assembly Elections in 2013

Sajhedari Bikaas is planning, together with the implementing partners, primarily Equal Access and Youth Initiative, and in conjunction with appropriate GON's ministries and local government offices, to implement a

series of pre-election activities designed to promote popular awareness of the import of the CA elections, and greater participation in the citizenship and voter registration initiatives currently being undertaken through a series of district-level service camps under the auspices of the Ministry of Home Affairs.

Constituent Assembly Elections Background

On March 13, 2013, the four major political parties (UCPN- Maoist, Nepali Congress, Communist Party of Nepal - UML and United Democratic Madheshi Front) signed an agreement to appoint an Interim Electoral Council of Ministers under the Chairpersonship of the current Chief Justice, Khil Raj Regmi. The 11-point agreement between the four larger political parties mandated that the new administration hold elections for a new 491 member Constituent Assembly (CA) by June, or November 2013 at the latest. On 24th March, Election Commissioners were appointed to the Election Commission of Nepal (ECN) but a specific election date has yet to be announced, though as of this writing mid-November continues to be very publically alluded to by the major parties' leadership, and necessary changes to election laws have yet to be made. Several political, technical, and practical challenges for the election in November remain. One of the vital issues is voter registration that first requires a citizenship certificate to be enrolled as valid voter.

The Government of Nepal (GoN), through The Nepal Peace Trust Fund (NPTF), approved a \$1.1 million activity to support citizenship registration in the country. Under this project, the Ministry of Home Affairs (MOHA) will conduct mobile Service Camps to support elections and voter registration by issuing citizenship certificates and registration of voters in all 75 districts. Learning from the 2006 mobile camps and the ongoing voter registration campaign by the Election Commission of Nepal, the Ministry has established a Central level Project Management Team in Kathmandu to coordinate the efforts nationally. At the district level, the District Administration Offices (DAOs) are identifying remote area cluster points where such mobile camps will be stationed for a maximum of five days. Each of the mountain districts are allocated with three mobile teams, four in hilly districts, and five teams/camps in Kathmandu and the lower Terai districts. In addition to providing citizenship certificates, mobile teams are also offering other essential services from the Women's Development Office, Land Revenue Office, District Education Office, etc., for efficiency and to attract wider citizen participation.

Sajhedari Bikaas is planning, together with its sub-contracted implementing partner Equal Access, to address the information gap between the organization of the MOHA-sponsored mobile service teams and the target beneficiaries, and in particular the women, youth and marginalized communities who have to date been deprived of citizenship and voter registration. The Project, together with its media partner Equal Access, is coordinating its efforts with relevant GON line agencies at the central, district and local level to effectively contribute in raising awareness about the importance of participation in the upcoming Constituent Assembly election. The Project's major focus will be on producing public service announcement (PSA) radio spots with the pre-election and citizenry mobilization themes. The spots will cover the four key themes and activities; engagement in the political process, e.g. constituent assembly election, registration in the citizenship and voter registration process, inclusion of all castes/ethnicities, youth, women, and other marginalized groups, and non-violence/conflict mitigation to engage in the political process without violation of others' rights and safety. Sajhedari Bikaas will screen the PSA's texts for positive, conflict mitigation messaging.

Equal Access, Sajhedari's media partner, will produce PSAs focusing on the importance of acquiring citizenship certificates, and publicizing the Integrated Mobile Camps schedule and the services they offer. The PSAs will be produced in four languages; Nepali, Abadhi, Tharu and Doteli which are the major languages in the Mid-West and Far-West regions. In May, 2013, the Project expects to broadcast the PSAs through 12 local FM stations in 6 Project districts. There will be at least four (4) PSAs broadcast in 12 FM stations for a minimum of twenty (20) days. The PSA's can also be used by Equal Access at the national level, through their nationwide broadcasting capabilities in their Kathmandu production and broadcast facilities. The Project will build on this early Service Camp-related PSA activity to expand its media campaign in the run-up to the national CA elections – reinforcing its messaging around the importance of citizens proactive participation in the political process.

The pre-election media campaign will present the Project with a “trial run” at actively engaging radio and other media to promote positive, non-violent, citizen participation and advocacy, which will be tailored toward awareness-raising media campaigns during this Semi-Annual Workplan period that reinforce the ground-level citizen participation and engagement activities which will be conducted by the Project's LINGO partners at the WCF and VDC levels. Thematic radio programming will be responsive to local context, Project activity scheduling at the local level, general messaging about citizens' rights and roles in the VDCs' annual 14-step planning process, specific engagement opportunities for targeted groups (women, youth, marginalized populations, etc.) in Project-related community development activities and interventions, training opportunities, economic growth and employment opportunities generated through Project interventions, etc.

As stated above, the Project's major focus initially will be on producing radio spots with the pre-election and mobilization themes. These will be produced in May, and broadcast through June. The spots will cover the four key themes; 1) **Engagement.** The spots will be produced in Nepalgunj, and in languages representative of the major ethnic groups in the six-district Project area of the Mid-West and Far West regions. They will be “apolitical” but encourage all eligible adults to participate in the national Constituent Assembly elections, and exercise their franchise. 2) **Registration.** The spots will use positive messaging and “live” interviews that describe the citizenship and voter registration process. They will “set the table” for the Ministry of Home Affairs' national voter registration drive (funded by a \$1.2 million grant from the Peace Trust Fund) that will roll-out in all 75 districts within the next few weeks. 3) **Inclusion.** The radio spots will be produced in Nepalgunj, using locally recruited participants who represent all the major ethnicities and languages represented in our six districts, as well as youth, women, and other marginalized groups. 4) **Non-Violence/Conflict Mitigation.** The spots will also include conflict mitigation messaging that encourages listeners to engage in the political process, without violation of others' rights and safety. Saferworld and CeLLRd will screen the texts for positive, conflict mitigation messaging.

Equal Access will, in collaboration with the Project's M&E team, develop and implement a survey of Service Camp attendees to measure PSA impact and messaging retention. Equal Access may also provide the PSA's to its national radio network, which would provide a national distribution and re-broadcast of the PSA messaging, as well as MOHA-sponsored Service Camps scheduling through all 75 districts.

MOHA has been actively engaged with the Project and Equal Access to date on PSA messaging review, editing, and approval. This establishes the basis for a longer-term relationship between Equal Access and their media capabilities through their national network, for promotion of awareness-raising PSA's and programming that targets marginalized groups, women, and youth in support of their increased and inclusive role in local planning and public expenditure prioritization processes, as well as national (and eventual, local) political engagement. The Project will build on this initial "win" with MOHA and approved support to publication of the Service Camps' scheduling, to leverage its messaging beyond Service Camp attendance to active engagement in the annual VDC planning process, and non-violent engagement in the national political process. This incremental elevation of the messaging to local groups, broadcast in their own language, gender and/or age-level, can be expanded upon to evolve into a more proactive messaging and advocacy for other social and political inclusive messaging...repeated messages that advocate for greater gender and social inclusion in the economic and political processes and opportunities within their respective communities. This "sets the stage" for future local elections by promoting

The Project will also engage Youth Initiatives' national network of youth groups, and "Smart Clubs" in pre-election public awareness activities, promotion of non-violence, and citizenry mobilization and engagement in the political process. The Project is currently in discussions with Youth Initiative on a plan of action that will augment its current workplan through November 2013 that includes positive engagement of YI's youth networks in the Project's target six districts. Pre-election plans that will include activities that result in greater youth voter registration and participation in the electoral process will be produced in May and submitted to USAID for review by mid-June.

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:
 - Personnel and STTA consultancy approvals.
 - Equipment approvals (see procurement list below).
 - DDC’s buy-in to Project goal, objectives, and approaches achieved.
 - Target VDCs approved by beginning of June 2013.
 - Approval of deliverables that require USAID approvals.
 - Liaison with Ministry of Federal Affairs and Local Development.
 - Long-term, non-tourist visas obtained for Project expatriate staff.

- Critical assumptions about support from implementing partners:
 - Selection of target VDCs can be reviewed and approved by June 1, 2013.
 - Partners identified in the original proposal submission have capacity to implement their scopes of work.
 - Contractual issues associated with InSTEDD’s proprietary software use can be resolved so SMS system start-up is not delayed further.
 - Local NGOs in targeted districts have initial capacity to be considered as viable partners.

V. Dates Proposed Projects and Sub-awards will Be Submitted to USAID for Approval

Pact anticipates submission of the following projects will be submitted to USAID:

Initial sub-awards to Local NGO implementing partners for implementation at the district level of Sajhedari Bikaas project.	August 15, 2013
Consent request to sub-contract form for IDA to conduct the Annual Perceptions of Governance	June 15, 2013

surveys.	
Consent to sub-contract with a KTM-based social research firm/TBD to conduct field data collection for the Baseline Survey.	June 1, 2013

VI. Dates for Report Submissions

During this reporting period the following Report Submission schedule is established under Contract:

Quarterly Report 3 (Apr-Jun)	July 15, 2013
Quarterly Report 4 (Jul-Sept)	October 15, 2013
Annual Report (Dec-Sept)	October 30, 2013
Semi-Annual Workplan 3	October 30, 2013

VII. Planned Level of Effort (LOE) by Labor Category (June 2013 – November 2013)

The Project has instituted a LOE tracker that updates and monitors LOE as it is expended, as well as balances against projections. The following LOE is anticipated during this Semi-Annual Workplan reporting period (June – November 2013):

Labor Category	Estimated LOE in Workdays
Long Term Technical Assistance – Key Personnel	650
Other Long-Term Professional and Support Staff	1236
Short Term Technical Assistance	117
Total	2,003

VIII. Financial Issues

Pact is seeking approval for cash advances or a Letter of Credit (LOC) mechanism from USAID. Pact and USAID are already discussing how to make this possible, which concluded in a meeting in March 2013 between the Project's CO, COR, USAID Nepal Controller, USAID Nepal's Director of the Democracy & Governance office, and the VP/Finance for Pact, Inc., as well as the Project's COP. The resulting agreement and its financial implications to the Project have been documented in a Contract Modification that was submitted to the Project's CO in April 2013. The Contract Modification, including a Project

Budget realignment, is pending approval as of this report submission. It is assumed that the LOC funding mechanism, in support of Pact’s direct costs, will be awarded to Pact. Savings on Pact’s offer of waiver of its 1% fee on GUC’s (approximately \$80,000) has been applied by the Project to partially underwrite the new Baseline Survey activity’s costs.

As of May 1, 2013, Pact’s application for registration under the General Agreement with the Social Welfare Council is still pending. This has not however, prevented The Project from opening a bank account at Standard Charter bank’s head office in Kathmandu. Funds transfer from Pact HQ, once restricted to Western Union cash transfers of under \$10,000, can now be made through direct deposit into the Project’s account at Standard Charter. SWC registration though, remains a priority issue with The Project, and negotiations with SWC over one or two critical clauses in the General Agreement continue as of this writing. It is anticipated that the General Agreement will be endorsed by The Project by June 2013, with negotiations resuming with SWC over similar stipulations within the follow-on Project Agreement, that should be endorsed and in effect by August 1, 2013. With endorsement of the General Agreement as The Project staff, currently working under short-term consultancy contracts, will be reconstituted under normal, full-time employee status, with attendant benefits accruing.

IX. Procurement Plans

During this Workplan reporting period, Pact intends to make the following procurements:

Equipment and Supplies	Unit	#	Unit Cost (\$)	Total (\$)
Equipment (with unit cost over USD 500)				
Motorcycles - Hero Honda*	per unit	9	1,013	\$ 9,117

Total Cost \$ 9,117

*Though these additional motorcycles are itemized in the Project Budget, their purchase and utilization was based on an assumption that they would be needed by the Project’s local implementing partners to facilitate coverage in their respective districts, or area of operation. Other modalities for mobility, and implementation, are now being explored by the Project so they may not be procured during this Workplan reporting period.

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 Project The Project will follow FAR/AIDAR regulations on procurement and USAID procurement standards as described in Contract AID-367-C-13-0003 for procurement of commodities and services, both for Pact operations and well as for in-kind grants to local partners.

VII. Operational and Administrative Issues

The major outstanding operational and administrative issue for the Project remains registration under the SWC's General Agreement, and follow-on Project Agreement. To date, Pact, Inc.'s Grants & Contracts office has not allowed The Project to endorse the SWC's General Agreement (GA) as stipulated due several clauses that either directly contradict Pact, Inc.'s contract with USAID (i.e., the equipment and property inventory EOP handover clause) or place Pact, Inc. in a potentially unreasonable and precarious position with regard to legal and financial liabilities. Pact has completed the GA review process with SWC, and has successfully presented its application to the GA review committee at the Ministry of Women, Children, and Social Welfare (the INGO General Agreement review committee is comprised of representatives from 5-6 mainline ministries with interest in INGO project implementation in Nepal). The Project anticipates final endorsement of the GA prior to the beginning of this Workplan's reporting period, and will begin application, and negotiation, under the SWC's Project Agreement during this reporting period.

The Project's office in Kathmandu is fully functional and has a very capable administrative and financial support staff stationed there full-time to backstop the Project's activities in the field, as well as its operations out of the RPO.

Gender and Social Inclusion Strategies

Pact will use a GESI approach to integrate diversity into all Project activities. Based on the Project's established formal GESI strategy, Pact will conduct capacity assessments in this reporting period 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.

VIII. Anti-Corruption Procedures

Though an "Anti-corruption Policies, Practices, and Procedures" guidelines was submitted in to USAID in the previous Semi-annual Workplan's reporting period, it was felt lacking in local context, and not fully inclusive of "lessons learned" and best practices of other donor-funded local governance initiatives that have been implemented in the past years since the Comprehensive Peace Agreement (CPA) was signed in 2006, and that also had a local granting mechanism. Pact will engage in discussions with LNGO'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. A final draft of the "Anti-corruption Policies, Practices, and Procedures" guidelines will be submitted to USAID for review and approval by June 1, 2013.

IX. Disaster Risk Reduction and Response

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, as well as USAID's own DRR unit.

The Sajhedari Bikaas Project's community development activities will 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.

The concept of "resilient communities" will be explored, the basis of which is often characterized by the quality, and number of, networks linking community members internally, and to external groups and resources. Climate Change Adaptation (CCA) strategies will be discussed, led by facilitators trained by the Hariyo Ban project, as well as enhancements to the VDC-level communications and organizational capacities.² While no attempt will be made to quantify village-level or district-level "resiliency" to natural disasters (earthquake, drought, flood, food insecurity, etc.), disaster response planning will be included in the Project's dialogue with its district-level governance agencies, as well as at the local, VDC and WCF levels. Where possible, technical expertise will be shared from USAID's FtF project (food insecurity and preventive responses), Hariyo Ban (natural disaster planning and community resiliency approaches), and GON ministries with natural disaster and emergency response mandates.

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

² DfID, "Defining Disaster Resilience: A DfID Approach Paper" (London: DfID, 2011).

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 second 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.
Quarterly Conflict Analyses	Analyses 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.
Capacity building training for youth groups	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/training materials.

Capacity building training for journalists and FM stations	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/training materials.
PSA, radio programs and On Air SMS Poll	The project will use USAID disclaimer and acknowledgement of the support from the American People in each of the Public Service Announcements (PSAs), weekly radio program and On Air SMS Poll	Immediately	At the end of the materials.

- Annex 2 – Sajhedari Bikaas’ Activity Timeline/GANTT**
- Annex 3 – Baseline Survey (Concept Note, Budget, and Budget Notes)**
- Annex 4 – Saferworld’s Activity Plan**
- Annex 5 – Equal Access’s Activity Plan**
- Annex 6 – STTA Consultants’ Tracking Sheet**