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SAJHEDARI BIKAAS PROGRAM

SAJHEDARI BIKAAS:
Partnership for Local Development
Year 2 Work Plan January 16, 2014 – November 30, 2014

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SAJHEDARI BIKAAS: Partnership for Local Development

Year 2 Work Plan

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KEY ACRONYMS

ADB	Asian Development Bank
ADR	Alternative Dispute Resolution
ADS	Automated Directives System
ADDCN	Association of District Development Committees in Nepal
BAS	Broadcast Audience Survey
CA	Constituent Assembly
CA-II	Second Constituent Assembly
CAC	Community Awareness Center
CAG	Content Advisory Group
CAR	Community Action Researcher
CBO	Community Based Organization
CBT	Capacity Building Training
CC	Community Contracting
CCN	Cooperating Country National
CDP	Community Development Project
CDCS	Country Development Cooperation Strategy
CeLRRd	Center for Legal Research and Resource Development
CM	Community Mediator
CMC	Community Mediation Center
CMM	Conflict Mitigation and Management
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CR	Community Researcher
CSC	Community Score Cards
CSO	Civil Society Organization
DQA	Data Quality Assurance
DNH	Do No Harm
DPP	District Periodic Plan
DRR	Disaster Risk Reduction
EA	Equal Access
FM	Frequency Modulation
FtF	Feed the Future
FY	Fiscal Year
GBV	Gender-based Violence
GESI	Gender Equity and Social Inclusion
GIS	Geospatial Information System
GON	Government of Nepal
GUC	Grants Under Contract
IDA	Interdisciplinary Analysts

INGO	International Non-Governmental Organization
InSTEDD	Innovative Support to Emergencies, Diseases and Disasters
IP	Implementing Partner
IPC	Integrated Planning Committee
IT	Information Technology
LBFC	Local Body Fiscal Commission
LDO	Local Development Officer
LGB	Local Governance Barometer
LGCDP	Local Governance and Community Development Program
LNGO	Local Non-Governmental Organization
LOE	Level of Effort
LSGA	Local Self-Governance Act
LTO	Long-term Observer
M&E	Monitoring and Evaluation
MOFALD	Ministry of Federal Affairs and Local Development
MTToT	Master Training of Trainers
MS	Microsoft
MuAN	Municipal Association of Nepal
MWCSW	Ministry of Women, Children & Social Welfare
NAVIN	National Association of VDCs in Nepal
NBC	National <i>Badi</i> Commission
NDC	National <i>Dalit</i> Commission
NDI	National Democratic Institute
NGO	Non-governmental Organization
NN	<i>Naya Nepal</i>
NPC	National Planning Commission
NWC	National Women's Commission
ONA	Organizational Network Analysis
OPI	Organizational Performance Index
PBC	Public Beneficiary Committee
PBMS	Performance-based Management System
PEA	Political Economic Analysis
PETS	Public Expenditure Tracking Systems
PMC	Project Management Committee
PMP	Performance Management Plan
PSA	Public Service Announcement
RFA	Request for Applications
RLG	Radio Listener Group
RMC	Resource Mobilization Committee
ROP	Resource Outreach Plan
SAARC	South Asian Association for Regional Cooperation
SAC	Strategic Advisory Committee
SB	<i>Sajhedari Bikaas</i>
SEDC	Safe and Effective Development in Conflict
SMS	Short Messaging Service
SSMK	<i>Saathi Sanga Manka Kura</i>

STTA	Short Term Technical Assistance
SWC	Social Welfare Council
TAF	The Asia Foundation
TBD	To Be Determined
ToT	Training of Trainers
UG	User Group
UNDP	United Nations Development Programme
US	United States
USAID	United States Agency for International Development
VDC	Village Development Committee
VDP	Village Development Plan
WCF	Ward Citizen Forum
WEG	Women's Economic Group
YAATra	Youth Advocacy for Accountability and Transparency
YI	Youth Initiative

1.0 PERFORMANCE OBJECTIVES & BENCHMARKS

1.1 HOW YEAR 2 OBJECTIVES & ACTIVITIES REACH CONTRACTUAL OBJECTIVES

In Year 2, the objectives and results that Sajhedari Bikaas (SB) intends to achieve will support USAID/Nepal's Country Development Cooperation Strategy CDCS goal of increasing progress towards a democratic, resilient, and prosperous Nepal. SB will contribute to this goal by:

- 1. Governance and System Strengthening:** SB activities are primarily focused on strengthening Nepali counterpart institutions (VDC structures, local CSOs, WCFs, women's economic groups, youth groups, and UGs) at the sub-national level, with emphasis on organizational capacity building. SB will use Pact's standard "Organizational Performance Index (OPI)" and Local Governance Barometer (LGB) tools to monitor and evaluate progress of its government and non-government partners.
- 2. Inclusive Participation:** SB's approach to inclusive participation will be ensured by integrating GESI in all program interventions. As highlighted in the GESI strategy, the project will use disaggregated data measurement and analysis to track GESI results and outcomes. SB will identify GESI gaps at the VDC, ward, and community levels in order to better plan, monitor, and support the implementation of GESI-related changes. In addition to GESI indicators, SB will support IR1.3 (Selected institutions made more inclusive) under Development Objective 1 of USAID/Nepal's CDCS by ensuring that the supported institutions (IPs, DNGOs, CSOs/CBOs, women's economic groups, youth groups, User Groups, WCFs) develop and implement their own GESI strategies/charters.
- 3. Expanded Use of Nepali Entities:** In line with USAID/Nepal's CDCS, SB will pursue opportunities to implement its activities through locally-based organizations, including but not limited to: Civil Society Organizations (CSOs), Community Based

Organizations (CBOs), User Groups (UGs), and sub-national government entities. SB will partner with two national-level NGOs (Youth Initiative and CeLRRd) and at least 15 district-based local NGO partners to implement project interventions in the targeted communities. Using Pact’s internationally-recognized suite of capacity-building tools such as its Organizational Performance Index (OPI), Organizational Network Assessment (ONA), Organizational Capacity Assessment (OCA), these national and local NGOs will develop their abilities so that they can better implement the current project as well as future projects, thus contributing to the project’s sustainability. By the end of the project, each of the designated districts will have NGOs capable of sustaining efforts to ensure that their communities are able to access resources for development, and which effectively engage women, youth, and other marginalized groups.

- 4. Geographic Focus/Programmatic Integration:** In Year 2, SB will be implemented in 58 VDCs in six districts of the Mid-West and Far-West Regions—two middle hills and four southern plains (Terai) districts. These districts/VDCs will overlap with USAID’s Presidential Initiative programs (FTF, GHI, GCC) in these regions. SB will coordinate with these programs and collaborate with GON, other donors, CSOs, and private sector organizations in the targeted districts/VDCs to support the second Development Objective: “Targeted populations made more economically, environmentally, and socially robust.” SB will build upon existing management structures such as WCFs, CACs, and User Groups, as well as practices prevalent in the targeted districts, instead of creating new ones.

Objective A: Enabling Environment for Community Development Established

Result A.1: Early responses that address the causes and consequences of instability are institutionalized

Outcomes:

- Communities apply mediation skills to prevent disputes from escalating into longer-term conflict
- Communities institutionalize response mechanisms to conflict
- Communities resolve local disputes through the consistent use of alternative dispute resolution mechanisms

In order to achieve outcomes under Results A.1, the Year 2 activities will be directed to prevent local disputes from escalating into longer-term conflict through the consistent use of alternative dispute resolution mechanisms. In Year 2, SB will establish Community Mediation Centers (CMCs) in the remaining 20 VDCs. By the end of Year 2, all CMCs will be operational in each of the 58 Phase 1 VDCs. A total of 1,566 Community Mediators (CMs), 27 in each VDC, will be trained in mediation skills.

SB will raise awareness of local community members regarding the benefits of community mediation through social and media campaigns, and will aim to incorporate traditional actors (religious and community leaders) in the CMs’ network. It is estimated that more

than 3,500 cases of local individual/group conflict will be registered, of which 60% will be settled within three months of registration. As more cases of conflict are settled by the CMCs, local trust in the effectiveness of the CMCs is expected to increase. In order to institutionalize CMCs at the local level, coordination with VDC offices will be promoted and efforts will be made to ensure that the VDCs allocate matching funds for the operation of CMCs.

In Year 2, SB will also roll out its SMS/GIS System for reporting incidences of conflict, utilizing the network of CMs. In the initial phase, the system will be piloted in at least six VDCs where 162 CMs will be reporting conflict cases via SMS. SB will use this data to maximize the presence of CMCs in conflict-prone areas and to focus and refine the quarterly conflict assessments to better assess the causes and outcomes of conflicts.

Result A.2: Sustainable solutions to the problems that drive conflict are adopted

Outcomes:

- Communities reinforce stability through local development activities
- Youth, women, and marginalized groups occupy key decision-making positions in community processes and activities
- Youth, women, and marginalized groups receive new and increased economic opportunities and resources

In order to achieve Result A.2, SB will assist youth, women, and other marginalized groups to participate more meaningfully in community planning processes and activities. The project interventions in Year 2 will focus on providing increased economic opportunities and resources to youth, women, and marginalized groups. SB will support 116 new and/or existing women economic groups (WEGs) to expand their economic opportunities. This support is aimed at increasing the groups' saving by 30%, with at least 70% of the groups providing more than five loans per year to their members. In order to achieve this goal, a total of 2,320 women's economic group members will be trained in business, accounting, and literacy. Similarly, based on the findings of youth-group mapping in the targeted VDCs, SB will engage and train approximately 4,000 local youth group members on skills and channels for civic engagement. A total of 762 youth members will also be trained in entrepreneurship skills, of which at least 25 are expected to start a new business or find employment. In addition to trainings, members of local youth groups will gain experience through facilitated engagement in community activities. By the end of Year 2, the supported youth group members will participate in the planning process of at least 70% of the VDCs, lead bi-monthly community development activities, and utilize social accountability tools to increase local transparency.

In order to achieve results under Objective A, SB will utilize its national and local media partners to highlight activities related to alternative dispute resolution, youth engagement, and community stabilization. In Year 2, a total of 203 radio episodes on local governance and community development will be produced and broadcast via one national and 16 local FM stations. As measured through critical feedback listening sessions, 60% of the supported radio stations will produce quality local radio programs addressing issues of

local government, youth, women, and disadvantaged groups. To achieve this goal, 40 local radio journalists will be trained on local radio production and on governance for effective radio programming. Similarly, SB will establish 75 new local listeners' groups to monitor the quality of radio programs and implement community-based activities through 28 micro-grants. Integration of the media component is anticipated to promote the following outcomes under Objective A:

- Ownership and recognition of the community mediation mechanism and CMCs by VDC officials and local people
- Development and dissemination of creative media products (dramas/PSAs) that increase recognition of and trust in the CMCs and other service providers
- Radio programs that include stories about role models who are women, youth and members of marginalized groups in key decision making positions
- PSAs and radio programs that promote inclusiveness in community based institutions

In line with the project's GESI strategy, SB activities in Year 2 will involve more women and excluded and marginalized groups' participation in local development and dispute resolution mechanisms. By engaging these groups, SB aims to achieve inclusive community participation in local planning and other community development activities.

Objective B: Communities Access Resources for Development

Result B.1: Inclusive community strategic planning processes are established

Outcomes:

- Communities adopt inclusive participation practices
- Community members routinely engage in planning processes
- Local planning groups include marginalized community members in decision-making positions

In order to achieve outcomes under Result B.1, Year 2 activities are designed to establish inclusive strategic planning processes, assist communities in the creation of strategy development plans, and improve access to a diverse range of resources. In order to do so, SB will conduct community resource mapping in all 522 wards of 58 VDCs in coordination with government agencies, LGCDP, and community members. SB will train 1,450 VDC-level stakeholders (VDC officials, WCFs, CACs, community members) on inclusive planning processes, including Do No Harm and Safe Effective Development in Conflict Principles, the GESI charter, and GESI-sensitive project prioritization.

Leading up to the 14-step planning process scheduled for November 2014, Sajhedari Bikaas will provide at least 100 micro-grants to CBOs/CSOs for community development activities in all 58 VDCs. The CBOs/CSOs will facilitate inclusive community participation in the planning and implementation of these grants. In order to promote community ownership, SB will prioritize projects that leverage community matching funds (in-kind or cash). The planning and implementation of micro-grants will follow the same steps as prescribed by the Government of Nepal, including the formation of inclusive Users' Groups

and Project Monitoring Committees. SB anticipates that community engagement in the planning and implementation of micro-grants will be replicated in the planning and implementation of annual VDC plans, whereby local NGOs will coordinate with concerned VDC stakeholders.

The activities under this result will focus on:

- Meaningful participation of youth, women, and marginalized groups in community-level development efforts
- Projects prioritized by communities, based on community needs mapping and using GESI principles
- Planning mechanisms that apply conflict sensitive approaches, including Do No Harm principles

Result B.2: Strategic Village Development Plans are established

Outcomes:

- Communities apply strategic planning principles to create long term Village Development Plans
- Inclusive local planning mechanisms are institutionalized to review and update Village Development Plans
- Strategic development plans are characterized by equitable distribution resources for local development priorities

In order to achieve the outcomes under the Result B.2, SB interventions for Year 2 will engage VDC officials and community members to review and update village profiles of all 58 VDCs. The key focus under this result will be to provide technical assistance to all 58 VDCs to develop VDC Periodic Plans, of which it is anticipated that at least 50% (29 VDCs) will develop Periodic Plans. SB will organize at least one meeting in each of the 522 wards involving WCF, CAC, and community members to review and provide feedback on the Village Development Plans.

Result B.3: Community-based organizations (CBOs) advocate for needed resources for financial, technical, and community support

Outcomes:

- Communities receive resources from local government sources
- Communities receive resources from non-government sources
- Communities raise funds and resources locally for community development activities
- CBOs strengthen links to national associations and representatives

In order to achieve the outcomes under the Result B.3, interventions will proceed simultaneously with activities under Result B.2, whereby SB will work closely with VDC officials and community members to formulate Resource Management Plans, including fund-raising and sustainability plans, in all 58 VDCs. In order to achieve these outcomes, SB will provide 100 micro-grants of up to \$5,000 to local CSOs/CBOs for community

development projects that utilize inclusive approaches in their planning and implementation and include community contributions (in-kind or cash) as well as allocations from local government and non-government sources. The formulation of micro-grants will be based on priorities as highlighted in the VDC Periodic Plans and guided by Resource Management Plans.

SB will utilize its media component to link these community development interventions with the production and broadcast of roundtable discussions attended by national level stakeholders including CA members and GON representatives, thereby strengthening the linkages between targeted communities, district and central government, and non-government agencies.

Objective C: Communities Implement Inclusive Development Projects Effectively

Result C.1: Mechanisms for transparent administration of funds are institutionalized

Outcomes:

- Civil society and community based organizations (CBOs) manage financial resources transparently
- Community members monitor administration of funds

In order to achieve outcomes under Result C.1, Year 2 activities are designed to improve the skills and capacity of local CSOs/CBOs (including WCFs and CACs) to manage financial resources to implement local development projects. At least 700 members of user committees/monitoring committees will be trained on micro-grant management and fiscal skills, including anti-corruption measures. Similarly, a total of 100 community level events will be organized to promote government-accepted social accountability tools (i.e. social audits and public hearings) in all 58 VDCs. SB anticipates that providing management and fiscal skills to community-based organizations will increase the involvement of community members in the planning, implementation, and management of community development projects, as well as improve the transparency of community development and VDC funds.

Result C.2: Inclusive Management Systems are adopted

Outcomes:

- Management and development decisions are made by inclusive groups and institutions
- Community management units are inclusive and representative of the diversity of the community

In order to achieve outcomes under Result C.2, Year 2 activities will focus on increased representation of youth, women, and marginalized groups in the executive membership of Users' Groups (including project management committees and project monitoring committees). SB will utilize participatory, inclusive community meetings, including representatives from WCFs and CACs, to select user group members. In Year 2, of the total 100 micro-grants, at least 50% will be allocated for projects implemented by women, youth, and marginalized groups.

Result C.3: System for Sustainability Established

Outcomes:

- Communities identify strategies for sustainable local development
- Communities institutionalize systems for sustainable local development

In order to achieve outcomes under Result C.3, Year 2 activities will focus on improving the organizational capacity of supported groups (national partners, local NGOs, WEG groups, CBOs/CSOs). By the end of Year 2, at least five supported local NGO partners, 50% of the WEG groups, and 50% of user groups implementing micro-grants will have improved organizational capacities as measured through tools such as MCAT, OCA, or OPI. Similarly, at least 25% of the supported WEG groups will have established formal linkages with external financial institutions.

In line with the VDC-level Periodic Plans and Resource Management Plans developed under Objective B, SB will ensure that all the community development projects funded by the micro-grants will include maintenance plans to ensure sustainability after the grant has been spent. SB will also seek at least a 10% community contribution (in-kind or cash) for the micro-grants so that communities take ownership of these projects.

Objective D: Existing and new Local Government Units function effectively

Result D.1: Local government officials effectively carry out their mandates

Outcomes:

- Local government officials more effectively manage their roles and responsibilities
- Local government officials engage with communities to improve service delivery

In order to achieve outcomes under Result D.1, Year 2 activities will focus on using participatory tools and involving government stakeholders and community members to assess the quality of services provided by government agencies and develop action plans to improve service quality based on the assessments. In Year 2, SB will pilot a Local Governance Barometer (LGB) and/or Community Score Card process in five VDCs. The expected results of the LGB (or CSC) will be local government and community level action plans that indicate necessary steps to increase good governance. Additionally, SB will conduct two perception surveys on VDC service delivery, trends, and federalism in Year 2. The surveys will help measure public understanding of key issues such as federalism and decentralization, and will also gauge the level of public participation in local governance processes. These surveys will also provide information on the effectiveness of LGB (CSC) in improving service delivery trends. In consultation with local partners and USAID, SB will use the results to build the case to shift resources, change media programming, and use other project resources to address the findings.

Based on the findings of perception surveys and LGBs, SB intends to provide direct technical and material technical assistance to targeted VDC staff members to enhance their capacity in the formulation and implementation of village development plans, resource

management plans, public information campaigns, infrastructure maintenance plans, and other capacity development skills needed to support their ability to deliver on their mandates.

SB will share the findings of perception surveys and LGBs with the concerned stakeholders so that communities and local bodies can collaboratively develop action plans for better service delivery.

Result D.2: Local government units and CSOs/CBOs collaborate to identify local development priorities

Outcomes:

- Local government, communities, and civil society organizations have more transparent and productive working relationships
- Local governments adopt more transparent methods for establishing priorities

In order to achieve outcomes under Result D.2, Year 2 activities are designed to support the outcomes and results under Objective B and C. Since Objective B and C activities are tied to the 14-step planning process, it is necessary that MoFALD regularize fiscal transfers to local governments. In Year 2, SB will consult with MOFALD and other government ministries, line agencies, departments, and commissions about areas in which it could provide support to improve the national planning and budgetary process. Similarly, SB will explore opportunities to support civil society organizations such as ADDCN, MuAN, and NAVIN to advocate for local elections and raise the local governance agenda and development issues with national level institutions such as the new Constituent Assembly. In Year 2, at least four technical assistances will be provided to central-level ministries and departments on issues of local government and community development.

Result D.3: Communities engage in local government budget and planning processes

Outcomes:

- Local citizens and local government officials equitably collaborate in local governance processes
- Local government budget and planning processes reflect community priorities

In order to achieve outcomes under Result D.3, Year 2 activities will engage communities and local government officials in local governance mechanisms. SB will introduce a Public Expenditure Tracking (PET) tool to improve civil society's capacity to track local revenues and expenditures originating from the national level to the intended beneficiaries at the local level. SB will work closely with more than 1,400 local government stakeholders (VDC secretaries, political leaders, VDC-level government representatives, and members of Integrated Planning Committee (IPC), WCFs, and CACs) to improve public administration, inclusive management, planning and implementation of VDC plans and budgeting systems. By the end of Year 2, it is anticipated that at least 70% of the supported local CBOs/User Groups and CSOs will periodically track their VDC budget allocation.

2.0 CONTEXT

2.1 POLITICAL AND SECURITY CONTEXT

The coming year is expected to be one of significant opportunities as well as challenges for Nepal and the SB project districts. The second Constituent Assembly (CA-II) election in November 2013 ended political deadlock and provided a second chance to address the issues that led to the dissolution of the first Constituent Assembly in 2012. The election raised the hopes of the nation's citizens and reenergized political parties, the private sector, and civil society to find new ways to resolve contentious issues. At the same time, it demonstrated the need for continued discussion on the form of federalism, governance, and judiciary system that the nation will adopt, as consensus is lacking for restructuring along ethnic lines. To achieve equality, justice, and peace that will benefit all segments of society, Nepal's traditionally dominant groups and newly empowered minorities must learn to work together.

During the early part of 2014, there is a window of opportunity to pursue development efforts without the political jostling and disruption that characterized recent months. A number of large infrastructure and other development projects in the Mid-West and Far-West regions will begin improving the operating environment in the SB project area, such as the ADB-supported road expansion project in Nepalgunj and the upcoming World Bank-funded Strengthening National Rural Transport Project. The opening of new markets through improved infrastructure is expected to boost the local economy and benefit local citizens.

With the completion of the CA-II election, political parties and the public have once again raised the demand for local elections. There is an expectation that local elections would revitalize local government, reduce corruption, and bridge the gap between local bodies and citizens that has existed since the last local elections 16 years ago. Although local elections prior to a new constitution are still uncertain, should they occur during the coming year they would provide a significant opportunity for SB to promote participatory local governance and inclusive community development in its project districts.

The year 2014 will bring multiple challenges in addition to the opportunities associated with new political developments. As witnessed in the past, SB districts are vulnerable to long-standing ethnic and other identity tensions that could reemerge once the constitution writing process begins in Kathmandu. These include landlessness and the plight of ex-Freed- *Kamaiyas*, ex-*Kamalari*, *Badi*, and other groups. Disagreement between political parties in forming the new government could affect the regular fiscal budgeting process, undermining local development efforts, while political parties and their cadres could use

public funds and resources for personal interests or to gain political support. Other potential challenges include the transfer of local government staff, absence of VDC secretaries, politically motivated violence such as United-Far West versus Tharuwan Province, criminal activities, and the rising gap between rural and urban development.

During the period of this Work Plan, SB will monitor the political and security context through the use of an SMS-based conflict reporting system, conflict assessments, perception surveys, SMS polling, and media mobilization. Remaining flexible will be a requirement for continued work in the fluid operating environment in the Mid- and Far-West regions. It is likely that during the course of the year SB will respond to evolving opportunities and challenges, in conjunction with USAID, through new initiatives that will augment those already included in this Work Plan.

2.2 SIGNIFICANT NATIONAL TRENDS

2.2.1 Protests and Political Campaigns

Protests and political campaigns have had and will continue to have an impact on SB operational space. In the coming months, debates surrounding the constitution writing process could lead to local protests. Should local elections be called, parties would increase their fundraising efforts, possibly asking for donations from NGOs and INGOs. *Bandhas* and protests would be likely, and political parties might try to take advantage of SB activities for campaigning purposes. Political parties that oppose elections could potentially obstruct those activities carried out by project partners whom they might label as ‘external actors.’ SB will encourage IPs, including LNGOs, to notify SB of any such problems should they arise and to take the lead in addressing them early, before they become more difficult to manage.

2.2.3 Constitution Writing and Political Negotiations

The post-CA II election period will likely be unpredictable in terms of discourse surrounding constitution writing and political negotiations. Security sector reform, federalism, government structures, state institutions, and the schedule of rights of federal units are some of the pending and most sensitive issues. Regardless of the results, the political parties will need to prepare for a broader consensus in dealing with these critical issues as well as past grievances. Progress on security, justice, reconstruction, and economic development will greatly contribute to popular support for the constitution writing process as well as the transition from a unitary system to federalism.

2.2.4 Local Elections

Many project areas witnessed spurts of violence during the conflict period and an absence of locally-elected officials at local bodies and structures. Even after the cessation of the

conflict, in many areas there is still a lack of government presence. Thousands of local bodies including VDCs, municipalities, and DDCs have floundered or have been run in an *ad hoc* manner in the 16 years since local elections were last held. The major political parties appear more serious than before about holding local elections in the next six months. They called for local elections during their CA-II election campaigns, and soon after the CA-II election the interim government declared that it would provide for local elections in the upcoming budget. Pressure is mounting from the private sector and civil society organizations, and the international community has called for elections so that local government can regain legitimacy. Many organizations such as the Association of District Development Committees in Nepal (ADDCN), Municipal Association of Nepal (MuAN), and National Association of VDCs in Nepal (NAVIN) have increased their campaigns to advocate for elections.

If they are held, local elections could greatly benefit SB's objectives by contributing to greater legitimacy and accountability of local government. However, they could also lead to logistical difficulties for project staff. For example, government officials would be consumed by election preparations and might not be available for meetings with INGOs or other partners. Expected post-election transfers of junior- and senior-level government officials could mean that some relationships would have to be re-established after the elections. SB may need to adjust to such changes to the operational environment, and will develop appropriate strategies to support the local elections process.

2.2.5 Security and Safety Concerns

Post-election political negotiations, the constitution writing process, and possible local elections will all affect SB's operational environment during the coming year. As witnessed during the CA-I, the debate over federalism is likely to divide major caste/ethnic groups and could result in political violence. In such a fluid political environment, SB partners and staff may be affected in terms of field mobility, implementation of planned activities, and the ability to hold discussions on transparency and accountability of local actors that influence local development and the government's planning process. Identity-based tensions among communities and groups in the SB working areas could also negatively affect the prospects for development initiatives to be truly inclusive in their approach. Armed outfits could re-emerge during the anticipated period of political uncertainty and extortion could be another challenge for SB, its partners, and VDC staff. SB has established its "Communications, Information Technology Security Plan," where staff are made aware of how to react to and deal with these types of security threats when and if they affect staff and/or project assets. Revisions to this plan, and its "phone tree", are underway to reflect the recent changes made to the SB team.

3.0 DETAILED ACTIVITIES BY OBJECTIVE

3.1 MONITORING AND EVALUATION

3.1.1 Baseline Survey

Sajhedari Bikaas will complete its intensive baseline survey in January 2014. As part of the overall impact evaluation framework of the project, the baseline survey will utilize the phased implementation strategy of the project to provide a unique opportunity to use controlled trial study methodology at the population level to demonstrate impact. With a mix of quantitative and qualitative sources of information consistent with the PMP, the baseline survey will provide adequate data to measure impact as defined in ADS 203.1.1(a) should SB or USAID decide to undertake such an evaluation at or near the conclusion of the project.

The baseline survey was originally planned to be completed during Year 1 and target only 115 intervention VDCs within the six project districts. However, the protocol was revised in August 2013 to include 66 additional control VDCs, of which 16 belong to Salyan and Rolpa districts. The household survey was administered to 7,539 respondents (2,534 men, 2,515 women, and 2,490 youth), and surveys were also administered to 1,044 WCF members and 174 Community Awareness Center (CAC) members from over 350 wards of 181 VDCs spread across eight districts. This totals over 8,500 respondents. The preliminary findings revealed a high level of optimism among the respondents with 94% willing to attend community meetings and 80% thinking that their community is heading in the right direction. However, only 7% claimed to be involved in the VDC planning process.

In Year 2, SB will use the findings of the baseline survey to establish targets for key outcome and impact indicators, as well as realign its programmatic interventions based on the needs highlighted by the survey. In particular, the preliminary findings of the baseline survey indicate an opportunity to improve people's participation in the local planning and governance processes. In the baseline survey, only 7% of the household respondents replied that they had participated in the VDC planning process in the last year and over 85% of respondents had not. Youth participation in the planning process was recorded as only 4%, while women's participation only 5% compared to 12% for men. However, 80% said the VDC was at least somewhat effective in encouraging development. The apparent contradiction –people are not involved in VDC planning, yet they have a certain amount of

trust in the process and institutions – presents an opportunity SB to demonstrate the importance of citizen engagement in the planning process.

One of SB's key objectives is to reduce instability in project communities. Seven percent of the total respondents reported about 680 conflicts/disputes within their households over the last year. Disputes were most frequently related to land, forest, water, and property issues (45%) and marriage or domestic disagreements (37%). An important point related to gender-based violence is that, of the conflicts that led to violence, 47% were marriage or domestic disagreements. Also, 89% of respondents indicated they trusted CMCs to mediate conflicts; however, only a small number of conflict cases had actually been brought to CMCs (only 9 cases out of 680 cases reported). Therefore, Year 2 activities will focus on raising awareness of the local community members on the benefits of CMCs. In doing so, SB aims to incorporate traditional actors (such as religious and community leaders) in the CMCs' network. SB also intends to promote the activities of CMCs through social and media campaigns. In order to institutionalize CMCs at the local level, coordination with VDC offices will be established and efforts will be made to ensure that the VDCs allocate matching funds for the operation of the CMCs. SB will also develop a special training curricula and protocols for improving community mediators' effectiveness in handling GBV cases.

The baseline survey showed that 44% of the total respondents cited radio as the main source of information for topics related to local governance, democracy, federalism and inclusion. However, of the total respondents that listened to radio, 18% rated the coverage as fair, 17% rated it as good, and only 2% said it was excellent. Similarly, more than 50% of the respondents have not listened to radio programs supported by SB. Therefore, in Year 2, media activities will focus on improving the programmatic and technical capacity of radio stations and journalists to produce quality radio programs. Similarly, SB programs will be promoted through radio PSAs as well as engagement of Radio Listeners' Groups in the targeted VDCs.

In terms of engagement of women and youth in community processes and activities, the Baseline Survey indicated that almost 90% of youth are not engaged in any youth groups. Similarly, although 31% of women respondents were members of savings and credit groups, only 4% were in the executive committee. Accordingly, Year 2 activities, especially under Objective A and C, are focused on engaging youth, women, and marginalized groups in key decision-making processes and providing new avenues for economic opportunity.

The baseline Survey also indicated a good opportunity for community members and government agencies to collaborate in efforts to improve service delivery and local governance. Of the 40% of respondents who received services from their VDC offices in the last one year, 19% were highly satisfied and 73% were satisfied with the services. While 60% of the total respondents felt that the services provided by VDC offices are either very effective or effective, 85% said that they mostly or somewhat trust the VDC secretaries. These findings confirmed the need for SB to conduct activities that bring communities and local government agencies together to review and update periodic village development plans and resource management plans, and also to collectively access progress on service

delivery through the use of tools such as the Local Governance Barometer (LGB) and Public Expenditure Tracking (PET) system.

Beginning in January 2014, once the data are cleaned and the Baseline Survey report finalized, SB intends to use the findings of the Baseline Survey in reviewing the PMP indicators and setting targets for outcome and impact level indicators. As described above, it will also use the findings to adjust program interventions to better address areas that require greater assistance in order to achieve project objectives. SB will also share the results with national, regional, district, and VDC level stakeholders, to promote collaboration for achieving better local governance.

Based on the successful implementation of the Baseline Survey, SB will seek to expand its use of mobile technology for better programming and monitoring. The use of mobile phones for survey data collection is new to Nepal, and SB will coordinate with USAID to explore possibilities for transferring its mobile technology knowledge base and phones to other research firms for future USAID-funded surveys. Additionally, from Year 2 onwards, SB will utilize mobile platforms to conduct perception surveys.

3.1.2 GIS/SMS Reporting for Violent Conflict

SB is in the process of setting up a combined Short Messaging System (SMS) and Geospatial Information System (GIS) to rapidly report and map violent conflict incidents qualified by type, intensity, and recurrence. This is discussed under 3.2.1 Result 1: Early responses that address the causes and consequences of instability are institutionalized.

3.1.3 Annual Perception Survey on Service Delivery

During Year 2, SB will undertake two perception surveys, which will track changes over time in public perceptions of the local bodies' services, participation of local citizens in community development and local government activities, and the role that CSOs play in strengthening the interface between local citizens and their government bodies. This is discussed under 3.5.1 Result 1 – Local government officials effectively carry out their mandate.

3.1.4 Ongoing Monitoring of Field-level Activities

During Year 2, SB will also pilot the use of mobile technology to administer small surveys to monitor ongoing field-level activities. These surveys will be smaller in scope than the baseline or perception surveys and will be administered on a continual basis to the beneficiaries, including government stakeholders, community members, and Women Economic Group (WEG) members, to measure project progress on indicators. SB partners will use free mobile platforms and questions similar to those found in the baseline and governance perception surveys for measuring progress on outcome indicators, or new questions that measure the immediate outcome of the activities for beneficiaries. For example, the surveys could be used to solicit information on income status from members

of WEGs, or be used with program beneficiaries to understand their perceptions about the planning process.

3.1.5 Quarterly M&E Workshop

SB will organize three quarterly M&E workshops in Year 2, with the first one held in mid-January 2014. These workshops will take place after the completion of each quarterly reporting period so that the partners' M&E teams can collectively review progress and address challenges faced. SB's M&E unit will facilitate the first workshop, which will review progress on indicators, findings of the baseline, data usage, qualitative report writing, data quality assurance, database use, case studies/success stories, and minimum program quality standards. By the third workshop in June 2014, each partner will share their internal Data Quality Assurance findings.

3.1.6 Minimum Program Quality Standards

In consultation with IPs/LNGOs, in January 2014 SB will develop indicators for minimum program quality standards for each of the major interventions of Year 2. The standards will be in line with PMP indicators, but will be more qualitative and focused on the activity level to ensure that the program activities are in line with the outcomes of the project. They will be used for all staff at all levels so that there is a common understanding on the program approach, implementation strategies, and intended results. SB will conduct periodic assessments using these standards, which will include focus group discussions and key informant interviews with beneficiary groups including community members and government stakeholders.

3.1.7 Review/Revision of the PMP

After the Baseline Survey report is finalized in January 2014, SB will revisit its program strategies to ensure that the project activities are in line with achieving the outcomes and intended results as defined in the project description. SB will review indicators and may set new targets for some of them based on baseline values. Once the internal review of these indicators is completed, a revised version of the PMP will be submitted to USAID in February 2014. The submission will also include a finalized indicator protocol sheet for the core PMP indicators.

3.1.8 PBMS Database

During Year 1, the M&E team worked closely with SB program staff and IPs (CeLRRd, Equal Access, Saferworld, and Youth Initiative) to develop a Performance Based Management System (PBMS). This was achieved through a series of sessions attended by the project's Results and Measurement team, as well as SB and IP staff, where participants reviewed the program strategies, created a theory of change, and developed and refined M&E plans based on the PMP. In May 2013, incorporating feedback from USAID, SB revised the PMP, including the results framework, logistical model, and performance indicators for each objective. Data flows and the feedback mechanisms are also built into the PBMS. The reporting templates were finalized, and the database for process monitoring was set up in

MS Access, which was followed by a series of orientations for partners' M&E staff on the usage of MS Access.

During Year 2, SB will establish a central, integrated online PBMS database as a management tool for monitoring program impact and progress on indicators, managing grants, and providing data to USAID. The system will be continuously updated and accessible online to USAID and project staff using a password-protected format. Consistent with contractual requirements, the proposed PBMS Database will include the following:

1. A GIS function to produce printed and electronic maps that show the location of program activities, grants, program impact, and other relevant information;
2. An events calendar that will include all program events and travel, to be updated regularly;
3. Data on beneficiaries' disaggregated by caste, gender, age, institutional affiliation, ethnicity, geographical data, and other data as per the PMP;
4. Data on outputs from each partner and how they fit into the U.S. Foreign Assistance Framework Program Areas, Elements, Sub-Elements, and Indicators (F-indicators);
5. Standard formats for all reports and program policies;
6. Fields that will allow for the coding of each activity against cross-cutting themes and sectors;
7. All reporting, monitoring, and evaluation documents produced, including a methodology for data collection;
8. All management, procurement, and financial deliverables, as well as standardized formats for and a library of all reporting deliverables;
9. Linkage to SB's complementary SMS/GIS conflict monitoring system;
10. Other fields as determined in consultation with USAID/Nepal.

It is anticipated that the interface of the database will be developed by mid-March 2014 and the system will be rolled out by the end of March 2014.

3.1.9 Routine Data Quality Assurance

In Year 2, SB will roll out Data Quality Assurance (DQA) activities to ensure that the reported data are of high quality. These activities will improve the validity, reliability, accuracy, precision, and timeliness of data at all levels.

In mid-January 2014, partners' M&E staff will be trained on DQA tools in line with the DQA Plan. Each partner will conduct at least one DQA activity by July 2014, covering the major PMP indicators. This will be supplemented by an annual DQA activity conducted by the SB team in August 2014. The final output will be a DQA action plan for each partner that includes indicator protocols with precise definitions and standardized steps for data collection, collation, analysis, and reporting, as well as the staff responsible, the timeline for completion, resources required, and follow-up measures. SB will supervise and verify correct implementation of DQA plans and conduct routine internal data audits at program sites.

3.1.10 Community-Based Participatory Monitoring

In Year 2, SB plans to provide up to 100 micro-grants to local CBOs/CSOs to support community-driven development projects as part of the community contracting model. In addition to SB support, these projects will leverage existing local resources (government and non-government funds) as well as community contributions. As part of this model, a community-based monitoring and evaluation tool will be developed that utilizes participatory methods. Selected beneficiary groups in target communities will use this tool to ensure that project activities are implemented as planned. SB will work with existing community structures and Project Monitoring Committees to build their capacity for ongoing assessment of project progress. Additionally, Project Monitoring Committees, which will be a new committee formed to manage the micro-grant, will monitor the minimum program quality standards as developed for SB. The findings will be aggregated by local project staff every year and presented at community meetings for discussion, analysis, and feedback.

3.1.11 Harmonization Workshop on M&E Efforts on Governance

In June 2014, SB will conduct a workshop to bring together different government and non-government actors working in the field of good governance to network with M&E units of other organizations to yield a more coordinated M&E approach. SB intends to involve government agencies (especially DDCs), LGCDP, partners from USAID's Presidential Initiatives, Conflict Mitigation and Management (CMM) and other organizations working in the Mid- and Far-West regions.

3.1.12 Joint-monitoring Visits with Government Stakeholders

In addition to regular internal field visits by project staff, SB will initiate joint-monitoring visits to program intervention areas with government agencies involving MoFALD, District, and VDC representatives.

3.1.13 Qualitative Studies

In addition to regular monitoring activities, SB will conduct internal periodic quality studies, which will include focus group discussions and key informant interviews with community members and government stakeholders. The purpose of these studies will be to monitor progress on the output and outcome level indicators as well as program activities' adherence to the minimum quality standards (mentioned above). These qualitative studies/assessments will be complimented by the findings of routine quantitative monitoring data. Findings from these assessments will be shared with USAID, the internal program team, and IPs and LNGOs during quarterly, semi-annual, and annual review sessions. In addition, the findings will be reflected in periodic progress reports as well as through case studies/success stories. SB plans to submit at least one case study, success story, or example of lessons learned to USAID each quarter.

3.2 OBJECTIVE A: ENABLING ENVIRONMENT FOR COMMUNITY DEVELOPMENT

3.2.1 Result 1: Early responses that address the causes and consequences of instability are institutionalized

Conflict Assessments

GIS/SMS Reporting for Violent Conflicts:

Innovative Support to Emergencies, Diseases and Disasters (InSTEDD) is in the process of setting up a combined Short Messaging System (SMS) and GIS to rapidly report and map conflict data. Once the system is operational, conflict incidents qualified by type, intensity, and recurrence will be transmitted to the system's server via SMS texting by the Centre for Legal Research and Resource Development's (CeLRRd's) VDC-based Community Mediators (CMs), and Equal Access' (EA's) district-level reporters and researchers. SMS data will be integrated into the GIS system. This ability to map, in real time, incidences of conflict will allow SB to:

1. track trends of conflict that can have a potential impact over the life of the project,
2. direct more in-depth quarterly and annual conflict assessments based on the results of the SMS reports, and
3. establish a linkage with the Alternative Dispute Resolution (ADR)/Community Mediation methodology.

The platform will be integrated into, and compatible with, the PMP data management and reporting system. The system will be deployed on servers that can integrate with the Performance Based Management System (PBMS) database.

The technical requirements for the system have been finalized, a mobile gateway has been established, a user manual has been developed, and the testing of a pilot version is underway. InSTEDD will visit Nepal by the end of February 2014 to set up the servers in the SB office in Nepalgunj as well as train staff on the usage of the system. SB plans to test the system in March 2014, limiting the administrative function to internal staff. During that period SB will assess the accuracy and reliability of SMS reports, analyze the requirements of conducting "data audits," and determine if the administrative function should be handed over to the IPs. By the end of Phase I, SB plans to hand over the reporting functions to 2,000 SMS reporters.

Quarterly Conflict Assessments:

Saferworld will continue to conduct quarterly conflict assessments to better inform SB and IPs about existing conflicts, tensions, and insecurity, using this information to plan project activities in a more conflict sensitive and targeted way. After data collection and analysis, draft assessments will be submitted to SB and IPs for feedback. Final reports for the second, third, fourth, and fifth conflict assessments will be submitted in February, May, August, and November 2014, respectively, assuming the security situation and other

logistical factors allow field work and data collection to be implemented as planned. The quarterly conflict assessments will focus on issues of importance identified during the CMCs' monthly and quarterly practice sharing and review meetings as well as through the SMS-based Conflict Reporting System and discussions between SB and Saferworld.

SB plans to engage CeLRRd and governance LNGO partners in contributing to the conflict assessments, beginning with the third assessment. The process and assessment methodology will be revised according to the LNGOs' needs, capacity levels, and availability. A workshop will be organized during March-May 2014 to familiarize local NGOs with the purpose of the conflict assessments, clarify roles and responsibilities, and build their skills in using key assessment tools. Saferworld will provide technical assistance and guidance to ensure that CeLRRd and LNGOs develop the capacity to conduct the assessments independently.

Saferworld will conduct a second Conflict Sensitivity Workshop during April-May 2014 to train CeLRRd local staff and LNGOs in Do-No-Harm and Safe Development in Conflicts principles. This will enable them to plan and implement SB activities in a manner that strengthens and takes advantage of opportunities for peace and conflict prevention, and reduces the risks of insecurity for staff members. Saferworld also plans to conduct refresher training for Kathmandu-based IPs. Additionally, Saferworld will produce a concept paper on the integration of conflict analysis into all project activities, and will continue mentoring SB and partners on implementing conflict-sensitive approaches.

Should SB/USAID determine that integration of ex-combatants into project activities is still a priority, Saferworld will develop a strategy paper and hold a workshop for SB and partners on integrating former combatants into project activities in a conflict-sensitive way. Should SB/USAID determine this is not a priority, other activities will be substituted.

Alternative Dispute Resolution (ADR) Activities

Community Mediator Network and ADR Capacity Building:

SB will continue to promote community mediation as part of its effort to create an enabling environment for community development. Community mediation provides a mechanism for the peaceful resolution of disputes before they fester and potentially escalate to a higher level. It also promotes dialogue within communities, which is important for the achievement of Objective A. Communities with a high degree of internal cooperation are better able to represent their interests to outside government or non-government bodies in order to acquire needed services. During Year 2, community mediators also will be trained in techniques required for mediating group conflicts, as opposed to conflicts between individuals. This will enable them to better mediate disputes arising between different wards, user groups, or political, ethnic, caste, or religious groups. This is important to Objective C, where mediators can help to resolve disputes related to resource allocation, so as to make community development projects more effective. SB will conduct regular field visits and track completed cases to ensure resolutions are sustained and, if not, ascertain the causes.

CeLRRd will complete its VDC-level consultation workshops by February 2014. The goal of these consultation workshops will be to increase collaboration among district-level stakeholders, including local leaders and officials, and help to publicize and institutionalize the community mediation program. CeLRRd will ensure that local leaders and VDC offices are consulted about the mediation process and encouraged to take ownership of the CMCs. This will be measured by the number of VDC offices providing office space or other resources to establish and run the community mediation centers.

CeLRRd will also continue to train community mediators (CMs) in various mediation methodologies. It will complete its round of basic mediation training for approximately 513 new CMs by March 2014 in 18 VDCs that have not yet received this training. Participants will be chosen using GESI strategies and each will attend an eight-day training that includes theoretical and practical sessions on mediation, human rights, and social justice. CeLRRd will also facilitate quarterly practice sharing programs for trained CMs at each of the Community Mediation Centers (CMCs). These programs will allow CMs to share experiences, refresh skills, address challenges and build teamwork. CeLRRd will also hold refresher trainings for approximately 1,500 CMs in 58 project VDCs from May-August 2014. An updated training manual for mediators, including a component on how to select, mediate, and follow up on GBV cases, will be produced and distributed at these trainings. Finally, CeLRRd will train approximately 1,044 CMs on mediation of complex group disputes through a series of three-day training events in the 58 VDCs. A standard group mediation training manual will be produced and distributed at these trainings.

Community Mediation Centers:

The participants of the VDC consultation meetings will recommend individuals for selection as potential community mediators. Once selected, the mediators in each VDC will select one of their representatives as their Coordinator. The VDC Coordinators will liaise with VDC offices to establish the Community Mediation Centers. By the end of March 2014, 20 new CMCs will be established in coordination with VDC offices, with a total of 486 CMs operating through them. Each CMC will have a Coordinator responsible for management. It is expected that each CMC will handle approximately five cases per month. Together with the 38 existing CMCs, it is expected that over 3,500 cases will be handled by 1,566 mediators, of which at least 60% will be resolved by the CMCs. Some cases that cannot be resolved by the CMCs, such as those involving criminal activity, will be referred to other institutions such as the courts or the local police station.

CeLRRd will conduct a social marketing campaign to promote the CMCs at the VDC level, raising awareness regarding the availability and benefits of community mediation services. Strategies for implementing this campaign include street plays, advertisement boards, wall paintings, brochures, door-to-door visits, rallies, and PSAs aired by local FM stations in coordination with EA. CeLRRd will participate on the Strategic Advisory Committee (SAC) at the project level and the Content Advisory Groups (CAG) at the district level that help to coordinate media support for raising public awareness regarding SB activities. CeLRRd, EA, and partner stations will use different formats for radio programming such as radio jingles,

dramas, and case studies to this end. These social marketing activities will significantly raise awareness among local communities about availability and benefits of community mediation services.

Regular internal meetings/workshops will be held to give personnel the chance to review progress and share achievements, lessons learned, challenges, and recommendations for future activities. At the organizational level, CeLRRd's central and regional staff will hold an internal review and reflection workshop in November 2014. At the regional level, project team meetings will be held on a quarterly basis. Similarly, monthly district-level meetings will be held and attended by district coordinators, district trainers, and CMC coordinators. At the VDC level, CMC coordinators will organize monthly meetings for all CMs.

Violence against Women Assessment:

SB will assist CeLRRd to develop standard procedures for dealing with GBV by May 2014. SB will integrate recommendations made in the GBV assessment submitted by Dr. Laura McGrew in November 2013. This assessment found that GBV was prevalent in project areas, and while numerous parties are involved in formal or informal mediation, there is no standardized approach, and little coordination of services, in facilitating conflict resolution. Furthermore, the assessment found that many cases that were essentially criminal in nature were being mediated by non/semi-skilled mediators. Dr. McGrew's report recommended clarifying CMs' roles and responsibilities and the differences between criminal and civil cases, and incorporating this information into subsequent training modules, calling for more support of the Mediation Act and more recognition of community-based mediation in the courts. The assessment also recommended paying close attention to the CM selection processes to ensure that they are participatory, representative, and inclusive. Lastly, this assessment called for the creation of confidential spaces for GBV mediation and possibly specialized GBV CMs.

These specific recommendations, along with others included in the assessment, will be incorporated into basic mediation training, refresher training, and mediation training materials. Additionally, SB will organize a workshop during early March to review the GBV report, revisit the existing programming and indicators, and ensure that appropriate adjustments are made. SB will work with the Women VDC Secretary Forum to organize a sharing meeting with larger gender-based organizations during June-July 2014. Finally, it will provide technical assistance to local government agencies, especially the Women Development Office, to improve their response to GBV cases.

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

Establishment and Expansion of New Women's Economic Groups

SB published an open RFA in September 2013 inviting applications from prospective and experienced local NGOs to be considered as implementing partners for the women's economic groups (WEGs) component of the project. WEG LNGOs will engage in small-scale

lending and profit management activities throughout the target districts using Pact's WORTH model, a literacy-led approach for women's economic empowerment. SB aims to award 3-5 GUCs to WEG LNGOs, with each LNGO covering a maximum of two of the project's districts each, by the end of February 2014.

The WEG LNGOs will conduct a rapid assessment of women economic groups in the targeted 58 VDCs. The assessment will focus mainly on the number of such groups, membership, group savings and lending practices, group initiatives in community development, linkages with larger micro-finance institutions such as cooperatives, and so on. Many WEGs established with Pact under the USAID-supported Women's Empowerment Program in 1997-2002 still exist in the project areas. Where possible, the WEG LNGOs will build on the capacity of existing groups and, where there is a gap, they will consider forming new groups. WEG establishment/expansion will begin in March 2014 and continue over a period of 21 months, resulting in at least two functioning WEGs per VDC. WEG LNGOs will identify and promote at least five innovative approaches such as cross-learning visits, usage of social accountability tools, and implementation of the GESI charter to build the capacity of women's groups to increase their skills in transparent and accountable group management and peace promotion. The effectiveness of these capacity building activities will be measured by various indicators such as the number of micro-enterprises started, the increase in inclusive group structures and practices, and the increase in groups' engagement in community activities.

The rapid assessment will help to refine the training curriculum and strategies for the WEG component of the project. Pact already has a strong curriculum in Nepali, but will look to update those materials based on the evolution of the methodology since 2007. Linkages to other USAID IPs' economic growth initiatives that target women (e.g., FtF's "Service Centers," *Hariyo Ban's* "Economic Opportunity Fund") will be explored, as well as linkages to public-private partnership-type initiatives that connect WEG leadership at the village level with regional and national women-owned business development groups and programs (e.g., SAARC Chamber Women Entrepreneurs Council).

SB anticipates requesting USAID approval to engage Pact's 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 model and is an experienced trainer in community-based women's savings and investment methodologies. She currently directs Pact's successful micro-credit and savings and lending project in Myanmar.

Youth Engagement

SB will continue its work with Youth Initiative (YI) to build youth capacity through training sessions and by engaging local youth groups in implementing activities according to their youth action plans.

- YI will organize a series of three-day capacity building trainings (CBTs) for members of district youth networks. The CBTs will focus on leadership, communication, advocacy, and activism, and will include both indoor and outdoor activities. Indoor activities will include a

communication component with sessions on proposal writing. Outdoor activities will include team building exercises that will help the participants to reflect on their own abilities and ambitions. Following the training, in addition to the enhanced leadership and team building skills, the participants will be able to write proposals and share their concepts with governmental and non- governmental organizations for fund raising. Six such CBTs will be held (one in each project district), for an estimated 132 total participants.

- Members of local youth groups will participate in three-day trainings on governance, accountability, and human rights. These trainings will build the participants' capacities on issues of governance, the 14-step planning process, tools for social accountability, and basic human rights. The training is expected to encourage local youth group participation in the VDC planning process, thereby enhancing their visibility and potential in guiding developmental objectives. VDC secretaries and DDC planning officers will be invited to attend the trainings, helping to strengthen their relations with youth groups and increase youth access to resources. Each of the 12 trainings will include participants from 3-4 VDCs in a cluster, reaching an estimated 360 participants in total. By the end of Year 2, youth group members in at least 70% of the Phase 1 VDCs will have participated in their VDC planning processes.
- Members of local youth groups will also participate in a series of one-day Youth Advocacy for Accountability and Transparency (YAATra) workshops to promote youth engagement against corruption and for transparency and accountability. These workshops will include group brainstorming sessions to solicit ideas from participants on how they can best contribute to the drive against corruption. The participants will be familiarized with the Right to Information and social accountability tools, including public audits and social hearings, and will be guided in how to implement them at the local level. Each participating youth group will identify at least one activity to reduce local-level corruption such as manipulation of public resources at a local school or in a VDC project, and brainstorm on ways to address them. A total of 30 workshops will be conducted in Year 2, with an estimated 660 participants in total.
- A series of five-day training programs on leadership and team building, known as the Civic Leadership School, will be held for representatives from six district youth networks. After the Civic Leadership School is completed, participants will become key actors for initiating civic engagement regarding youth issues at local and district levels. Five trainings will be conducted for approximately 120 participants. SB will take the lead in exploring ways in which YI can coordinate and share experiences with NDI's Young Leader's Academy.
- Life skills and civic engagement, trainings are designed to enhance the leadership, communication, problem-solving, and decision-making skills of local youth group members. The trainings will take place over the course of three days and be attended by local youth groups from 3-4 VDCs in a cluster. The trainings will help bring positive changes in the personal development of youth group members, building their life skills and self-confidence. The sessions on civic engagement will build understanding of the process of community development, including VDC functions and the constructive role youth can

play as key stakeholders. . These activities will also help to network youth groups across VDCs and encourage them to work collectively. Twelve trainings will be held in Year 2, with 360 participants in total.

- During the various trainings and monthly meetings, local youth groups will identify local issues and will develop activities to mitigate local problems. Then, each group will carry out at least one activity every two months. YI believes that this type of active engagement will provide the groups with invaluable knowledge and skills and lead to positive results for community development
- A series of three-day entrepreneurship development trainings will be held to promote the value of youth entrepreneurship. The training curriculum will integrate labor migration awareness and review the Ministry of Education’s labor migration policies and guidelines. Youth Initiative will work with the CTIP program to identify local safe migration networks and draw on them as resources. Prior to the training, YI will coordinate with local stakeholders such as the District Small and Cottage Industry Office and Federation of Nepalese Chambers of Commerce and Industry (FNCCI) for their inputs on areas and sectors on which youth entrepreneurs might successfully focus. Officers of these organizations will address the groups during their training, where youth entrepreneurs areas of to refine the approach and inputs. A total of 21 trainings will be conducted, with an estimated 462 participants in total.
- YI will hold a series of three-day trainings on microfinance, cooperatives, and sustainable development for members of district youth networks and local youth groups, coordinating with SB’s WEB NGOs for expertise. The trainings will increase the knowledge and skills of local youth regarding the themes of microfinance and cooperatives. Participants will learn how they can benefit from local-level cooperatives to start their businesses or strengthen their business plans. A total of 12 trainings will be held, with an estimated 300 participants. At least 25 of the graduates will have either started their own businesses or found employment by the end of Year 2.

YI’s program will build the leadership skills of participating youth and strengthen their ability to constructively engage in local community development activities. Interaction between local youth and VDC offices will improve as measured by the increase of youth-focused budgeting in the VDC annual plan, number of successful projects that youth groups have completed and the number of youth-initiated micro-enterprises started.

Media campaigns for inclusive governance and local community development

Central-level programming:

Equal Access will continue its production of central-level programming with the radio programs *Naya Nepal* and *Saathi Sanga Manka Kura* (SSMK) in order to encourage informed national dialogue, promoting issues and voices from local target districts. In Year 2, 22 new *Naya Nepal* episodes and five new SSMK episodes will be produced and broadcast bimonthly via Radio Nepal and EA’s 16 Broadcast Partner FM stations from the target VDCs. EA will also

continue its production of public service announcements (PSAs) on topics relevant to the project such as the planning process and the local election (if elections are scheduled).

EA will prioritize voices and issues among women, youth, and marginalized groups from the project target VDCs with core messaging focused on good governance such as downward accountability and local development such as participation of youth, women and marginalized groups in local community development projects. Listener interaction will be sought via mobile and online technologies, including SMS polling and the citizen journalism platform, *MeroReport*. To monitor the quality of EA's programming, three Critical Listening Feedback Sessions will be held in March, June, and September to address the technical and programmatic quality of episodes. Program content will also be guided by the four quarterly content advisory group (CAG) meetings and four quarterly strategic advisory committee (SAC) meetings. The SB implementing partners including Youth Initiative, CeLRRd and LNGOs will be the part of these committees.

EA will conduct five on-air SMS polls to provide data snapshots on knowledge and behaviors of listeners as well as information on relevant issues related to the project. Poll questions will be devised in coordination with SB and other local partners, and the methodology will be submitted to USAID/COR for feedback and approval. The polls can be used to monitor the listener base of EA's radio programs, and investigate key issues identified through conflict mapping or governance perceptions surveys. For example, if the conflict mapping shows a high-prevalence of GBV issues in one particular district, EA can produce a radio program focusing on GBV or conduct an SMS poll on GBV issues. The responses could be analyzed to see if the perception of listeners towards GBV changes following the radio program.

Broadcast Audience Survey (BAS)

The BAS will assess listening behaviors and patterns of Sajhedari Bikaas-supported radio programs: *Naya Nepal*, *Saathi Sanga Manka Kura*, and the locally-produced *Sajhedari*. The findings will assist Equal Access to better understand its listening audience, and therefore strategically adjust programs to meet Sajhedari Bikaas targets. The methodology will be shared with the COR for input and approval.

Local-level programming:

EA will support six local FM stations for the production of the '*Sajhedari*' episodes. Each local station will produce 36 half-hour episodes of '*Sajhedari*,' some in local languages, addressing local issues pertaining to governance and local development. EA will make provide regular support and backstopping to each production partner on regular basis to improve the quality of the radio programming. The programs will be broadcast by all 16 FM partner stations. '*Sajhedari*' programming will be informed by 18 critical listening feedback sessions and monthly meetings of local-level content advisory groups (CAGs). Sajhedari will coordinate this local radio programming component with SFCG's "Singha Darbar."

Community Reporters and Community Action Researchers:

EA will continue to maintain its networks of 15 Community Reporters (CRs) and 17 Community Action Researchers (CARs) in project VDCs. The CRs are not professional and full-

time journalists, but are the ears, eyes, and voices of their communities; they form a link between community members, government, and local media. The CRs will attend a three-day refresher training program where leadership skills and more advanced radio reporting skills will be covered. CARs gather and share information with EA about the lives, experiences, opinions, and ideas of people in target communities and to facilitate community participation and engagement in monitoring, impact assessment, and program development. During Year 2, EA will give a three-day refresher training to CARs to expand their understanding of monitoring and evaluation and address issues from Year 1.

Radio Listener Groups:

EA will continue its work with Radio Listener Groups (RLGs) to create a strong network that supports radio programming and outreach activities. RLGs provide an open forum for community members to listen to radio content and talk about how the issues on the program are relevant to their own lives. EA will continue working with the existing 50 RLGs formed during Year 1. Sajhedari will review the effectiveness of these RLGs and may decide not to increase another 50 groups during Year 2. There will be clear linkage between Youth Initiative's Local Youth Groups (LYGs) and EA's Radio Listener Groups (RLGs) in order to avoid duplication of efforts. Each of the 50-100 RLGs will hold bi-monthly meetings, totaling up to 1,300 meetings over the course of the year. If new RLGs will be formed in year 2, 50 new RLG facilitators will be trained to effectively guide RLG discussions and initiatives. To foster RLG sustainability and encourage participatory action, EA will encourage RLGs to apply for one of 28 micro-grants that will support the ongoing sustainability of the group and support group efforts toward collective community action. These RLGs will be coordinated with other IPs local groups such as CeLRRd's CMCs and Youth Initiative's LYGs and CMUs.

Radio Signal Coverage Mapping:

EA will produce a Radio Signal Coverage Map of the SB project districts. Radio signal mapping is performed using software simulation; the output is a map of radio coverage over a given geographic area that can be integrated with other mapping layers, helping to better understand which areas receive coverage and provide realistic data for calculation of the listener population. EA will produce maps and FM directory booklets to local government and stakeholders so that they can use them as a strategic community development to reach target groups and beneficiaries. The coverage mapping will also aid other media-focused organizations and projects for by guiding strategies for future programming.

Media Trainings:

EA will conduct an annual "Themes of Governance" training for station managers and producers from the 16 partner FM stations, which will cover governance, participatory decision making, accountability, inclusion, right to expression, respecting the community voice, etc. EA will also provide a capacity building training for producers from eight FM stations on interactive programming. Similarly, EA will conduct a series of six social media workshops for youth, mainly the representatives from CMUs, LYGs and RLGs covering topics such as best practices and ethics regarding social media. The trained youth will be encouraged to write for www.meroreport.net where they can post firsthand accounts and stories regarding good governance and local development that remain uncovered by mainstream media. Effort will

however be made to ensure that the good story from these groups will be highlighted in Sajhedari media programming.

In response to the findings of SB's GBV assessment conducted in Year 1, EA will conduct a three-day capacity building training for women producers and journalists on the use of media to promote gender sensitivity and combat GBV. This training will build participants' skills to report on issues of gender and GBV in both radio and print media. After the training, each of the participants will report on one case/story related to gender-based issues which will be broadcast or printed in media platforms. EA will link these trained journalists with WEG and CMCs to have regular contacts ensuring that GBV cases receive proper and timely media attention.

Roundtable Discussions and Broadcasting of Dialogues:

SB and EA will explore opportunities to engage elected and appointed officials, administrators, CSOs, and citizens in on-air dialogue at the local level. SB will draft a concept note on these activities and share it with the COR before the activities begin. EA plans to hold three roundtable discussions, which will be broadcast by the 16 local FM partner stations.

Building Communication Capacity:

SB will work closely with EA to identify at least four of its network of 16 radio stations serving SB'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 March 2014.

3.3 OBJECTIVE B: IMPROVE COMMUNITIES' ABILITY TO ACCESS RESOURCES FOR DEVELOPMENT

Objective B activities are designed to establish inclusive strategic planning processes and improve access to a diverse range of resources for development assistance. Through partner NGOs, the project will provide technical assistance, training, and/or material support to strengthen communities' ability to identify and leverage diverse resources for the equitable benefit of different segments of the community.

As discussed under 3.2.2 Result 2 – Enduring solutions to the problems that drive conflict are adopted, SB aims to contract LNGOs to work with women's economic groups (WEGs) by the end of February 2014. The LNGOs will work in areas such as profit management and small-scale lending practices and apply WORTH methodology and approaches throughout the project's target districts. By the end of Year 2, SB aims to increase the WEGs' saving by 30%, with at least 70% of the groups providing more than 5 loans per year to their members.

Similarly, in September 2013 SB published an open RFA for local NGOs in project districts to lead the governance part of the project. SB reviewed the proposals submitted by 47 NGOs and created a shortlist of 18. Following a Management Capacity Assessment Test (MCAT) in

December, SB aims to finish the contracting process by early-February 2014. The governance LNGOs will help communities establish inclusive strategic planning processes, assist them with the creation of strategy development plans, and improve access to a diverse range of resources for development assistance. They will also focus on inclusive implementation, transparent administration and sustainability of community development projects (CDPs).

3.3.1 Result 1 – Inclusive community strategic planning processes established

Community Development Assessment

During Year 2, SB will conduct a number of assessments – Rapid Assessment, Quarterly Conflict Assessments, Rapid Assessment of Youth and Women Economic Groups, Perception of Governance Survey – within the Project’s six districts. Saferworld’s quarterly “Conflict Assessments” will identify areas of conflict and their causes; the second of these will be completed by March 2014. Based on the reports from SMS-based violence reporting system, review of CMC and other indicators such as LNGOs’ information, SB will make a priority of theme/issue for quarterly conflict assessment. The finding and recommendations of the assessment will be reflected in the following quarterly work plan and may lead to re-strategize the interventions.

In addition, SB’s LNGO partners will conduct community resource mapping and community development assessments. The community resource mapping will expand on previous desk surveys by the donor/NGO IP/sector that mapped current and planned projects within the six districts. These will be augmented and updated regularly through interviews with district-level GON representatives, LGCDP district and Cluster Coordinator level officers, and DDC/VDC offices. The resource mapping will inform the overall community development assessments, which will be conducted by the LNGOs for each covered WCF and VDC, providing an outline of the political leadership, commercial interests and resources, and public-private partnerships that may exist in the community. This resource mapping will contribute to the LNGOs’ work on local planning and the community development process. The LNGOs will engage local VDC offices and community leaders, including WCF and CAC members, in the resource mapping process. A resource management plan will be prepared as the result of this mapping process. This plan will be shared widely with the stakeholders such as WCFs and VDC offices for leveraging local resources for community development. The resource management plan will list resources available at the VDC level, including, for instance, natural resources such as local forests, ponds, and rivers, and economic resources such as market centers and business activities.

Local Governance Assessment

In February 2013, a Local Governance Assessment was conducted as a component of the Rapid Assessment, which was submitted to USAID. Additional surveys of perceptions of VDC service delivery, trends and federalism will be conducted annually by Interdisciplinary

Analysts (IDA), and will inform SB's local programming and support the VDC annual planning and funds disbursement processes (see Objective D, p. 29 for details).

Inclusive Participatory Planning and Action Processes

Participatory Planning Methods Assessment:

During Year 1, SB engaged consultant Sarah Wood to conduct a participatory planning methods assessment and community contracting Master TOT (MTOT) module that achieved two major deliverables: development of a community planning training package and a community contracting training package. The training module and packages draw on the wealth of existing materials related to community planning in Nepal, and will be the basis of community-inclusive trainings for the project's LNGO partners.

Community Planning Training Package:

SB has developed a comprehensive training package for LNGOs outlining how it will achieve the contract's objectives, with a particular focus on Objectives B and C. This training package focuses on the Community Participatory Planning process, with special attention to incorporating SB's key principles of inclusion, community-based participation, and local accountability. The comprehensive training package is aligned with MOFALD's 14-Step Planning Process, and the government's annual planning timeline. The community participatory planning manual illustrates the tools and local accountability systems that are promoted at the VDC and DDC levels to support the Local Self Governance Act (LSGA). It covers settlement, ward, VDC, Ilaka and partially district-level planning processes, and provides information to promote participatory processes in the VDC-led local planning. SB will build the capacity of WCFs, CACs, and other community groups to adopt and promote the use of this planning manual. This is expected to improve the performance indicators of the VDC offices and eventually raise VDC budget allocations.

Community Contracting Training Package:

Pact has a Community Contracting Manual and methodology that can be applied to Nepal. The methodology focuses on GESI and other modalities for community-level granting and contracting. The emphasis is on how communities themselves manage a transparent and accountable contracting or granting process, rather than relying on external agents to do so. In Pact's experience, this leads to greater social capital among stakeholders and sustainable practices in community planning and procurement for community development. The manual has been augmented through the STTA consultancy of Sarah Wood. The manual and tools, particularly the references to laws and regulations and links to GON sites, will be useful for project management staff, community groups, and non-governmental organizations that will support SB objectives. Community Contracting is an essential tool that SB and LNGOs will use to encourage more participatory decision-making by marginalized groups. SB will provide training and technical backstopping to the community groups, such as those receiving micro grants. The adoption of community contracting will increase community participation in development activities, increase cost-sharing, ensure community oversight, and improve chances of sustainability.

Training on Community Planning and Community Contracting:

SB will provide training on community planning to the staff of the LNGO IPs during the first quarter of Year 2. The training will cover community project planning practices, including fund accountability, and small project management systems that reflect and sustain those principles. The training will also focus on social mobilization and its role in creating inclusive participation in the annual government planning process.

Similarly, the LNGO IPs will receive training on the community contracting (CC) approach, which aims to increase the target population's access to resources, such as local development funds, and make local level decision-making more inclusive. The CC training will teach skills needed for the CC process and explain the annual VDC project cycle. The training will also discuss different templates and tools needed for an accountable and participatory CC system.

Once trained, the LNGOs will train community leaders, WCF and CAC members, and local government officials through an established approach using CBO/UG Social Mobilizers to reach community organizations including mothers group. To achieve significant outreach, SB will target ward clusters; each cluster will contain three wards and each ward will have up to nine CBOs/UGs. A total of 44 ward clusters will be targeted per district per cycle. Concurrent trainings will be provided to local government officials to cement community-public partnerships. SB understands that CBOs/UGs include members of local political parties and, as such, the program will increase the awareness of these groups in inclusive community planning, implementation and monitoring, and conflict sensitization. This will help minimize the fiduciary risks at the local level, leveraging local and external resources, and contribute to more cohesive local communities in terms of development planning and implementation of community projects and improvements in local government service delivery system.

Integration of "Do No Harm (DNH) and "Safe Effective Development in Conflict" (SEDC) Principles:

Saferworld will train LNGOs on Do-No-Harm and Safe, Effective Development in Conflict principles during the first quarter of Year 2, and will provide ongoing guidance and support regarding the implementation of conflict sensitivity principles (see Objective A, Result 1 for more information).

3.3.2 Result 2 – Strategic community development plans established

Annual Community Plans

Village Development Plans (VDPs):

Using MoFALD's Local Resource Mobilization and Management Guideline, 2013, the LNGOs will work with local communities to identify and prioritize community development needs, including those of women, youth, and marginalized groups. CBOs/UGs will have undergone conflict sensitization training, which will be used at the village, ward, and VDC levels to decrease the propensity for conflict during the planning period. The LNGO IPs will engage

the 870 members of the WCFs and CACs in the 58 project VDCs in preparing, reviewing, and implementing the VDPs.

Periodic Plans:

The local NGO IPs will work with local bodies to prepare 5 year periodic plans for each of the 58 VDCs. SB will work with DDCs and VDCs to support them in preparing the periodic plans, and will engage an external consultancy firm to prepare DDC periodic plans. SB will ensure that a new plan will not be prepared if one already exists in the VDC. The periodic plans will provide longer-term vision for community development. They will be prepared using MoFALD/LGCDP's district periodic profiling guidelines. In Year 2, LNGO IPs will help to prepare periodic plans for at least 29 VDCs; the remaining 29 VDCs' plans will be prepared during Year 3 of the project. SB will work with concerned VDCs to review the plans on an annual basis and make adjustments as required to suit the changing operating environment of the VDC.

Community Needs/Resource Mapping:

The LNGO IPs will be trained in Community Resource Mapping approaches during this reporting period, and will start resource mapping by the end of the first quarter of the reporting period. SB will engage VDC offices, WCFs, CACs, other local groups in the resource mapping process, which it aims to finish by May 2014. SB will coordinate with MoFALD, LGCDP, and other local bodies and agencies such as UNICEF, Helvetas, and Plan to identify existing mapping. Where mapping exists, SB will use and/or update it rather than duplicate efforts.

Ward Citizen Forums (WCFs):

SB will work through its LNGO partners to ensure inclusive and effective participation of WCFs in the local planning process. The project will map WCFs according to membership by women and other marginalized groups, and the quality of the WCFs' participation in the local planning process (e.g. number of meetings held, agendas developed and publicly available, project priorities established through a participatory planning process, transparency in financial and operational functioning). Based on this mapping, SB will develop a capacity-building needs assessment of the WCFs focusing on the terms of reference of the WCF such as selection of projects and the use of social accountability tools. The capacity building needs assessment will be based on the roles and responsibilities of the WCFs as stipulated by MOFALD. SB will coordinate with LGCDP, DDCs, and VDCs in identification of resources, whether financial, technical, or organizational, that will measurably improve their performance. Likewise, SB will work with LNGOs to impart skills and information required to ensure quality and timely participation of the WCFs in the 14-Step local planning process.

WCF Accountability:

In order to build WCFs' capacity for meaningful participation in the local planning process, SB will emphasize improvements in their accountability. The project will begin to establish robust and practical mechanisms and instruments, such as public audits, social audits and public hearing as guided by MoFALD, public/project information boards, and citizen to ensure transparency of all WCF work. SB will initiate participatory discussions with its

LNGO IPs, WCFs, CACs, and relevant DDCs and VDCs on the modality and standards of the accountability measures to build ownership of those processes.

The transparency activities and process is aligned with and complementary to the Community Contracting modalities in which SB staff (Program and Grants & Contracts) are trained. Prior to initiating the discussion on accountability measures, SB will review the existing accountability mechanisms established and practiced under LGCDP and other governance projects in the area to assess the effectiveness of different tools. SB will submit a draft accountability mechanism to USAID/COR for review and comment by February 2014.

Media Campaigns for Inclusive Planning:
See Objective A, Media Campaigns.

3.3.3 Result 3 – CBOs advocate for needed resources for financial, technical, and commodity support

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 SB is working in six districts and across 115 VDCs (and 1,035 WCFs), it is necessary to adopt an implementation approach that takes advantage of Nepal's long history of civil society strengthening, advocacy, and organizing. SB will utilize LGCDP's local social mobilizers as gatekeepers to the VDC-level governance processes.

With the final selection of the LNGO IPs by mid-January 2014, SB will begin an intensive organizational capacity assessment program with follow-on capacity development training activities with the project's 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 SB's capacity-building trainings and mentoring interventions, tailored for each respective LNGO IP.

Support to Resource Mobilization Committees (RMC):

As an element of the resource mapping exercise to be conducted by the LNGOs, local resource mobilization committees (RMCs) will be established at the VDC level. The RMCs will consist of Integrated Planning Committee members such as the VDC Secretary, representatives from CBOs and SB's local NGO IPs. These RMCs will focus on sustainable resource mobilization, identifying what resources exist and which pool of funds will be targeted for which activities. RMCs will be able to continue this work over the long-term so that communities can continue to seek funding for local projects after the life of the SB project. Shared project implementation at the village level or at the inter-village level will be practiced and used as a means to engage and strengthen the RMCs. SB will provide the RMCs technical assistance to support the coordination and equitable expenditure of community resources. It is expected that this will result in better-coordinated revenue

management at the community level as measured by an increase in internal sources for VDC fiscal budgets, reflected in the VDC annual plan.

Fundraising Plans:

SB will develop guidelines on RMC mobilization that will also include Fundraising Plans and Resource Outreach Plans (ROPs). These will identify major stakeholders and community members responsible for outreach, and link them with other local, district, national, and international organizations and line agencies. SB will augment this with communication capacity development for key community spokespersons in the RMCs. Through these skills, the RMCs will identify resources inside and outside the community and major funding gaps for development priorities. SB will develop the RMC mobilization guidelines by mid-March 2014 based on MoFALD's IPC mobilization guideline.

Ward-level Resource Outreach Plans:

SB will also work with VDCs to mobilize resources for communities. According to the LSGA, 1999, the VDC is responsible not only for managing its own budget, but also for assisting in resource mobilization from outside the designated VDC budget. The LNGOs will assist the WCFs to develop ward-level ROPs, which will focus on resources available at the ward level and will be linked to VDC-level outreach plans. By the end of Year 2, at least 25 percent of wards under Phase I VDCs will have prepared their ROPs.

VDC Level Resource Outreach Plans:

SB will ensure that the LNGO IPs work with RMCs to prepare resource outreach plans for the VDCs. The VDC level resource outreach plans will include the RMCs' plan for developing resources both within, and external to, the annual DDC/VDC planning and funding cycle. At least 29 VDCs will have their ROPs prepared by the end of Year 2. The VDC level ROPs will be integrated into the VDPs. Each VDC level outreach plan is the compilation of all nine ward-level plans. The VDC level plan will also look beyond the VDC boundaries and explore resources at the Ilaka and district levels. The resource outreach plan and fund raising plan will be incorporated into Resource Management Plan.

Micro-Grants and Sub-Contracts for Community Development:

In order to fill gaps identified by the village strategic planning process, WCFs and assessments by VDC planning and resource mobilization activities, SB will provide at least 100 micro-grants for community development projects. (SB will engage sub-contractors for infrastructure projects.) Each micro grant will be not more than US \$5,000 and will be on an in-kind basis for financial support. Given that the annual VDC budget ranges from US \$20,000-27,000, it is important that the program supplements VDC requests to a smaller percentage of the VDC total budget in order to ensure sustainability. While some needed development projects will be funded through micro-grants, at their core the micro-grants are a means to develop inclusive planning, decision-making, and implementation of CDPs. They will allow the program to build capacity at every step of the process and infuse it with GESI principles.

SB will require a mandatory community contribution for all micro-grants/contracts for CDPs. SB will incentivize communities by making those with innovative projects and high matching contributions eligible for additional contracts/grants. The program will give priority to

projects that benefit more than one ward in order to decrease the potential of conflict between wards. Likewise, priority will be given to cross-VDC projects. All CDPs will also be assessed to mitigate any possible conflicts. The micro-grants will be focused at development needs of communities, including small infrastructure as well as social development (e.g., literacy, inoculations, nutrition, preventing GBV, and access to community natural resources). SB will consider a pilot that includes small infrastructure and social development investments with micro-grants upon concurrence from USAID. SB will prepare a Micro-Grant Management Guideline and submit to the COR for approval.

3.4 OBJECTIVE C: IMPROVE COMMUNITIES' ABILITY TO EFFECTIVELY IMPLEMENT INCLUSIVE DEVELOPMENT PROJECTS

Under Objective C, SB will provide technical assistance, resources, and training to institutionalize mechanisms for the transparent administration of funds, advance the adoption of inclusive management systems, and establish systems to promote sustainable development results.

3.4.1 Result 1 – Mechanisms for transparent administration of funds institutionalized

Transparent Administration of Funds

Pact submitted to USAID documentation codifying its financial administration policies and practices, and its funds allocation processes through Grants under Contract (GUCs) 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." All of these documents form a contextual and procedural basis for the sound and responsible financial administration of funds. However, they are not static. They will be continually updated and reviewed for applicability in the day-to-day context of SB implementation. During the past reporting period, SB engaged a nationally-recognized specialist in anti-corruption and fraud mitigation practices and policies to add further local context and depth of understanding to its existing anti-corruption policies and practices.

By the end of the first quarter in Year 2, Pact will also recruit and employ two internal finance and grants specialists, whose sole mandate will be to provide additional objective oversight to SB's internal and external financial and procurement practices and procedures. This will help to ensure that SB funds are used for the purposes intended, i.e. the promotion of project objectives and outcomes.

SB will build the capacity of the LNGOs for ensuring transparent administration of funds. LNGOs will be trained on social accountability tools such as social audits, public hearings, and community score cards. These tools will be applied in SB's project activities, including the micro-grants for community development projects (CDPs). Once the decision has been

made for funding CDP activities, WCF participants will report back to the village the results of the decision in public hearings. Public hearings give villagers a better understanding of the criteria used for establishing priority activities as well as feedback for improving their proposals. Public Beneficiary Committees (PBCs), which will manage the micro-grants, will be required to provide details on project revenues and expenses so that villagers can question the use of funds.

Every micro-grant project will be managed by a PBC, which will provide oversight of the project, manage project funds, and ensure the project is completed according to its schedule and that funds are accounted for. The PBC will have more than 30 percent female participation and include other marginalized groups. Within the committee, marginalized groups will hold at least two of the leadership posts (president, secretary and/or treasurer). In addition to the oversight role in the community, a separate project management committee (PMC) will act as a watchdog of the PBC to ensure that it carries out its commitments. LNGOs will build the capacity of these two committees to fulfill their functions. The program will incentivize PBC transparency by providing additional funds for follow on CDPs that demonstrate high levels of inclusion, transparency and accountability.

Community Contracting

While the LSGA and VDC Operational Guidelines are very prescriptive on the planning process, they are weak on project implementation guidelines. Without clear contracting standards, potential corruption increases opportunities for conflict and compromises the role of the state as a credible community partner as well as the efficacy of CBOs/UGs.

Globally, Pact has implemented successful, inclusive and participatory Community Contracting approaches in high conflict areas that provide PBCs, PMCs, VDCs, CBOs/UGs and DDCs with standards including: preparation of tender documents, advertising community tenders, opening and evaluation of bids, awarding the contract and the project supervision, and monitoring the contract. This approach gives clear structure and guidelines for the PBC and their PMC regarding their respective roles. The transparency increases villagers' trust of CDP implementation. Community contracting builds transparent operational standards for communities, local government and the local business community, thereby building a more symbiotic and healthy relationship between these three pillars of society.

LNGOs' capacities will be built regarding the community contracting approach, and then they will train VDC officials, WCF, and CAC members on community contracting and the community planning process. The trainings will commence from February 2014 for LNGO staff and will then move to the VDC level, reaching an estimated 1,914 participants from VDC offices, WCFs, CACs, and users' committees. Regular guidance will be provided by SB to the LNGO staff and other trainees on practicing and adopting the community planning and contracting approaches. These trainings on community planning and contracting will help groups to better plan, implement, monitor, and evaluate local community development projects such as those funded through micro-grants/contracts from SB or VDC offices.

3.4.2 Result 2 – Inclusive management systems adopted

Inclusive Management and Decision Making

By the end of the Project, SB will work with hundreds of community based organizations (CBOs) and user groups (UGs) to establish Gender Equality and Social Inclusion (GESI) Charters. As 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 CBOs to build on existing GESI efforts in the targeted geographic areas.”

The Charters will be developed with 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 LNGO IPs will ensure that the adoption of a GESI charter is a prerequisite to SB micro grant allocation to local CSOs and UGs, as assurance that women, youth, and marginalized groups are adequately represented in all aspects of SB activities. The program will build the capacity of CBO/UG leaders in project administration and monitoring around principles of GESI. This will serve the purposes of the program and infuse good governance principles in CBOs/UGs that will outlast the program. The project will also build the capacity of PBCs/PMCs to analyze the management of funds, and project implementation and monitoring, to identify any possibilities of non-compliance with the Charters.

The LNGOs will work with CMCs at the VDC level to ensure that the PBCs/PMCs will be provided with guidance on addressing any possible conflict brought about by project implementation. CMs established in each VDC will be drawn upon to provide the local technical resources to PBCs/PMCs on CDP conflict analysis.

Accountability, Transparency, and Inclusion Mechanisms

While the focus of SB is on inclusive community development and local government, key implementing partners including the LNGOs play a critical role in promoting systems, procedures, and standards regarding inclusion. SB’s rapid assessment of district and national NGOs found that a majority of them did not practice what they preached regarding inclusion. For example, many did not apply GESI principles at the higher levels of their organizations, or were hesitant to use the GESI lens to examine their grassroots activities. SB will conduct participatory governance organizational capacity assessments (GOCA) regarding transparency, accountability, and inclusion with each key partner, such as local governance NGO IPs and KTM-based IPs. As part of GOCA, they will develop action plans leading to institutional governance reform. SB will also use the same methodology with eight prioritized FM stations in the targeted districts.

3.4.3 Result 3 – Systems for sustainability established

Project Maintenance

There are countless CDPs that succeed in project delivery but fail in project maintenance, because the project demands continued inputs beyond the implementation period. For this reason, SB will work with LNGOs and other IPs to explore innovative ways of building capacity for project sustainability, including private-public partnerships. For some projects, the ‘user group’ is clearly defined, such as renovations to schools or irrigation canals, yet in other projects accountability for maintenance is more vague, such as culverts and road refurbishing. Regardless of the complexity, the community must have in place a plan for continued maintenance. This will be required not only as part of the CDPs, but also the village development plans (VDPs) which will be reviewed at least on an annual basis by the community. SB will leverage model communities whose successful experience with project maintenance can be used to teach other communities. SB will identify model communities based on their performance, inclusion, accountability, resource leveraging capacity, and other characteristics. Media programs and annual community-to-community and cross-VDC visits will provide opportunities for communities to showcase their maintenance and inclusion successes.

Skill Transfers to Manage User Group Funds

Based on Pact’s experience working with women’s economic groups (WEGs), it takes two years for the package of skill building to be transferred to full self-management by new groups. The timeframe will be faster when working with existing WEGs in the targeted districts. Pact has experienced up to 60 percent sustainability of women’s economic groups when conducting longitudinal studies six years after program completion.¹ This will be replicated in SB, resulting in sustainable income generating and financial service opportunities for female youth and women. In addition to fund management, Pact’s methodology also increases the advocacy capacity of these groups to link with local government to address community needs.

The LNGOs working with WEGs will ensure that appropriate strategies and approaches are developed and adopted to support and promote inclusive management structures and participatory decision-making in the WEGs. The LNGOs will build the capacity of these 116 WEGs and help them adopt new managerial structures so that they can take advantage of opportunities for new growth and integration into larger organizations such as cooperatives and other financial institutions. The WEG LNGOs will develop 15 skill-building packages, such packages on account management and business promotion, to be transferred to full self-management by these groups. These packages will increase the advocacy capacity of the targeted economic groups to link with local government, promote access to income generating and financial services, and help them gain support from formal micro-finance institutions,

¹ Women Ending Poverty: The WORTH program in Nepal, 1999-2007. Valley Action Research Group, 2008.

donors and other GON sources.

3.5 OBJECTIVE D: INCREASE THE ABILITY OF EXISTING AND NEW GOVERNMENT UNITS TO FUNCTION EFFECTIVELY

The purpose of Objective D of is to provide technical assistance, material support, and training to improve the ability of local government officials to carry out their mandates and respond to local demands. This involves strengthening collaboration among civil society organizations (CSOs), community-based organizations (CBOs), and local government units so as to identify local development priorities and support community engagement in local government budgeting and planning processes.

Objective D activities will follow the plan outlined in the Objective D strategy paper, which was developed under direction from Pact's Director of Governance, Marc Cassidy, and was approved by USAID recently. Local elections could be a game-changer for Objective D activities by leading to greater legitimacy and accountability of local government. Similarly, a revised approach may be required based on the form of federalism adopted and its implications for local governments.

3.5.1 Result 1 – Local government officials effectively carry out their mandate

Perceptions of VDC Service Delivery, Trends, and Federalism

In January/February 2014, SB will undertake its first annual public perception survey of local governmental bodies' service delivery and the trends and attitudes towards decentralization and federalism in the project districts. These surveys will provide a valuable source of information about changes over time in public perceptions of the local bodies' services, participation of local citizens in community development and local government activities, and the role that CSOs play in strengthening the interface between local citizens and their government bodies. SB intends to use the results from the surveys to adjust programming and better use project resources by shifting them to where they are most needed. The perception survey report will be shared with national and sub-national government line agencies and wider governance communities such as LGCDP donor groups.

The surveys will be administered to around 1,200 respondents spread across 115 intervention VDCs in the six project districts. Like the baseline survey, these household surveys will be administered using the mobile platform for data collection, allowing for real-time monitoring of field-level activities.

Local Governance Barometer (LGB)

The LGB is a self-assessment tool designed to measure the quality of governance by community stakeholders and government officials. It uses a participative approach and

quantitative measures for good governance indicators to identify the strengths and weaknesses of governance at any level; compare different governance situations in an objective manner; measure the evolution and change in governance performance over time; and to help identify, plan, monitor, and measure the impact of capacity building interventions.

The LGB will be piloted in one district and five VDCs during Year 2. Depending on outcomes, additional districts or VDCs will be added in Phase II of the project. Sajhedari will sub-contract to Root Change to train SB staff and governance LNGOs that will then carry it out. If the LGB pilot shows it is too cumbersome at the VDC level, SB will employ the Community Score Cards (CSC) process, which is a qualitative tool used for local-level monitoring and performance evaluation of services, projects, and even government administrative units by the communities themselves. CSC is a hybrid of the techniques of social audit, community monitoring, and citizen report cards.

The expected results of the LGB (or CSC) will be a local government and community level action plan that indexes necessary steps to improve governance, citing areas for improvement as financial management, service delivery and sustainability measures. Furthermore, the results can be used to shift LNGOs' assistance to VDCs and local communities to provide skills needed as identified in the plan and/or the project, resulting in more efficient use of resources.

Facilitating VDC Functionality in Program Activities and Capacity Building

SB project staff, consultants, and LNGOs will provide direct technical and material assistance to targeted VDC staff members to enhance their capacities in a variety of areas. These areas will be determined based on weaknesses and needs identified in the previously mentioned perception surveys and the LGB (in the VDCs where it is piloted). Technical assistance will likely cover the formulation and implementation of village development plans, periodic plans, adoption of policy and practices regarding child-friendly local governance, GESI-sensitive budgeting, resource management plans, public information campaigns, infrastructure maintenance plans, disaster risk reduction plans, and other skills VDC staff need to deliver on their mandates. SB will assist LNGO IPs to coordinate with VDC offices to ensure this complements their work.

Support to Improve Vital Registration and Accounting Systems in SB Project VDCs

Sajhedari Bikaas will align this activity with MoFALD's plan to improve financial management and social security administration within 1,000 VDCs. Sajhedari intends to provide material support to VDC offices in Sajhedari Phase I VDCs in the form of desktop computers, power backups, and solar panels where there is no access to electricity. Besides material support, Sajhedari will coordinate with MoFALD to organize training and provide other technical backstopping to the target VDCs as required.

Technical Support to Prepare/Update District Periodic Plans

Sajhedari will contribute to Output 7 of LGCDP II which highlights the need to strengthen integrated planning, budgeting, monitoring and evaluation, and coordination among local governance actors. This support will strengthen the integrated administrative and management processes to cover the activities of all service providers involved in local development. District Periodic Plans will be the basis for coordinating all sectoral plans and development. Sajhedari Bikaas will provide technical support to the DDCs in Dang, Banke, Bardiya, Surkhet, Kailali and Kanchanpur to prepare and update the DPPs. Sajhedari will ensure that MoFALD's guidelines and standards to prepare DPPs are respected while providing the technical assistance.

Women VDC Secretary/ Women Government Employee Forums

During Year 2, SB will pilot a program that targets female officials at the VDC level to share their experiences with their female peers in their districts and build leadership and advocacy skills to respond to their professional duties. These voluntary forums will focus on best practices sharing, reinforcement of gender-inclusive political processes at the sub-district level, advocacy around sustaining girls' enrollment in schools, women's health, economic advancement, realizing codified claims on the VDC annual budget process, and practical steps women can begin taking to make serious in-roads into the existing political parties and their decision-making hierarchies.

Linking the forums to SB's strategic activity fund or micro-grants program to carry out projects in their villages targeted at marginalized groups will be considered as a way to raise women VDC secretaries' status. One particular activity that this forum could take the lead on is disaster risk reduction (DRR) planning and mitigation. DRR is often neglected at the village level and often the most vulnerable and marginalized groups are the least prepared and the last to receive relief assistance after disaster strikes. This activity will be piloted in one district Year 2 to judge its efficacy and determine if expansion is warranted.

Although it was originally proposed that SB would work only with female VDC secretaries, the plan has been revised to include women local government employees more generally, since there are only two female VDC secretaries in the project area. Based on the results during Phase I, during Phase II SB would either further expand or collapse this activity.

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

Stabilizing Central Government's Fiscal Commitments to Sajhedari Bikaas Communities

During Year 2, SB will begin using local and international experts to provide technical assistance to national and local government bodies to regularize fiscal transfers to local governments. Within the government, SB will build the capacity of the Ministry of Federal

Affairs and Local Development (MOFALD), Ministry of Women, Children & Social Welfare (MWCSW), Local Body Fiscal Commission (LBFC), National Planning Commission (NPC), National Women's Commission (NWC), National *Dalit* Commission (NDC), and National *Badi* Commission (NBC) to participate in guiding policy on state restructuring, and to improve transparency, inclusion and participation in policy making on national budget process regarding local governance.

Additionally, SB proposes to work with the National Association of Village Development Committees in Nepal (NAVIN), the Municipal Association of Nepal (MuAN), and the Association of District Development Committees in Nepal (ADDCN) to provide advocacy support to ensure the national government keeps its commitment to transfer funds to local governments, and to help monitor policy implementation.

During the first quarter of Year 2, SB will consult with MOFALD and other government line ministries, departments, and the commissions about areas of support to improve the national planning and budgetary process. Similarly SB will also explore opportunities to support and promote civil society organizations such as ADDCN, MuAN, and NAVIN to advocate for local elections and raise the local governance agenda and development issues with national level institutions such as the new Constituent Assembly.

Media Activities

See Objective A.

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

Public Expenditure Tracking Systems (PETS)²

PETS is a tool used to improve civil society's capacity to track local revenues and expenditures originating from the national level to the intended beneficiaries at the local level. In SB, it will enable users to identify and evaluate annual budget commitments to the six target districts. Pact will sub-contract Root Change to conduct a ToT on PETS for selected LNGOs, who will in turn build the capacity of WCFs, user groups, and other local CSO/CBOs to use the system. SB will link this activity to local media outlets to enhance the public's awareness of the financial flows to the VDC and how those funds are to be expended.

On the “supply side,” SB will work with VDCs to build their capacity to be transparent by providing training on government policies and directives such as the VDC Grant Management Directive, by publication of the citizen charter, and by dissemination of financial information through public meetings and reports. SB will encourage VDCs to take

² Pact Public Expenditure Tracking Systems (PETS) opens up budgeting and public expenditure by promoting transparency, accountability, and dialogue between local and national government and civil society on public resources, financial management, and service delivery.

a proactive approach to informing the public before information is requested by civil society. SB will also work with its local NGO partners to improve the expenditure system of the VDCs.

SB will coordinate with other donors and government officials to ensure that there is not redundancy, since other actors are also promoting PETS in parts of the target districts.

Applied Political Economic Analysis (PEA) at District/VDC Level

The purpose of this activity is to create a qualitative knowledge base of the political and economic powers and tensions that exist in the SB project Districts/VDCs. Research teams will spend approximately two weeks in each of the selected Districts/VDCs and use interviews, focus groups, and observations to identify local institutions, leadership, and marginalized groups and to develop a narrative of the local political history. PEA methodology will be shared with the COR before implementation, and Local Development Officers (LDOs) will be consulted prior to the commencement of research activities.

This activity will be piloted at selected Districts/VDCs during Year 2 and Year 3, with the possibility for continuation annually throughout the duration of the project. The pilot areas will be selected in order to get a variety of levels of leadership (VDC presence, political party presence, informal leaders), types of institutions present (both formal and informal), and governance reputations. The results will be useful for other donors and USAID IPs working in the area and SB will be open to sharing methodology and technical assistance with those who are interested.

The PEA will provide USAID and its partners with a deeper understanding of the existing political context in the target VDCs and in the districts, allowing them to more accurately target development interventions at the VDC/DDC level. Other benefits of the PEA is that it may reveal that a “one-size-fits-all” approach to providing technical assistance at the local level can be inefficient, ineffective, and potentially do harm or inadvertently cause conflict. The findings may also be useful to determine the effectiveness of national level frameworks for local governance and provide an evidence base for policy reform.

After completion of the PEA, a report will be drafted and a debriefing with SB senior management and USAID will be held.

Support Inclusive and Transparent *Ilaka*-Level Planning

Step nine of the 14-step government budget planning process involves *Ilaka*-level planning workshops, where stakeholders review the current year's policies and budgets. SB through its governance LNGOs will lead and provide technical assistance to improve sectorial planning processes via *Ilaka*-level planning workshops to ensure transparency and wider citizen participation.

The primary activity of this process is the promotion of *Ilaka*-level discussion to prioritize VDCs projects, especially those targeting youth, women, and marginalized groups at the

VDCs falling under a specific *Ilaka*. This will be promoted by ensuring that VDCs submit their plans to Ilaka-level meetings, and that excluded groups remain engaged and budget allocations for them increased. SB will also focus on encouraging inter-VDC projects. This activity is scheduled to take place in Year 2 and occur annually throughout the duration of project.

SB Engagement with Political Parties at Local Levels

SB recognizes that political party cadres are highly influential at the local level and that SB staff will have to interact with them to plan and implement programs. Based on the findings of the political economy and conflict analyses, SB will organize quarterly consultations with political party representatives active at the VDC and district levels, as well as local bodies' representatives, such as the LDO, VDC secretary, and other key stakeholders. During the meetings, SB will brief these stakeholders of its programming agenda, describe project progress, solicit feedback, and seek buy-in for future programming. The National Democratic Institute (NDI) in Nepal, and TAF's Nepal Peace Support Program/NTTP Forum have agreed to support SB in this activity by making introductions to the appropriate national-level political party leaders, who can then facilitate meetings with their cadres at the local level.

Parliamentary Caucus on Local Governance

During the first Constituent Assembly, issues of local governance and community development were largely sidelined, resulting in irregular budgeting and mounting corruption at the local level. Proposals discussed in the Assembly focused on national level bodies and their functions, but largely neglected the future functions and schedules of the local bodies. Where they were discussed, conflicts arose between schedules of local bodies and those of special areas such as Protected Areas and Autonomous Areas.

In order to contribute to dialogue on local governance and community development during the CA-II, SB proposes to support formation of a Parliamentary Caucus on Local Governance that will bring learning and experience from SB Project districts to the national level. SB will work with MoFALD, LGCDP and other actors such as Ministry of Women, Children and Social Welfare, Association of District Development Committee (ADDCN), Municipal Association of Nepal (MuAN) and National Association of VDCs in Nepal (NAVIN) and other national actors and experts to form the caucus in Kathmandu. The Caucus will be a publicized forum to discuss issues of local governance such as fiscal transfers, the form of local government, local elections and other pertinent issues from SB districts as well as from districts and VDCs across the country. Efforts will be made to include formerly elected representatives of local bodies such as DDC Chairs, VDC Chairs and municipal mayors. SB will submit a strategy paper to the USAID COR for review prior to implementing the activity. SB envisions at least four meetings of the Caucus in Year 2.

4.0 SUBMISSION OF WORK PLANS & REPORTS TO USAID

4.1 WORK PLANS AND REPORTS CALENDER

Table 1: Annual Work Plans

REPORT	CONTRACT REFERENCE	COVERAGE	ORIGINAL DATE DUE	AMENDED DATE DUE Mod. # 3
Semi-Annual Work Plan 1 (Year 1)	C.7(C), C.9(A),(B)	Date of Award – May 2013	30 Days After Award	
Semi-Annual Work Plan 2 (Year 1)	C.7(C), C.9(A),(B)	June 2013 – January 15. 2014	May 1, 2013	(Work Plan validity extended)
Annual Work Plan (Year 2)	C.7(C), C.9(A),(B)	January 16, 2014 – November 30, 2014	January 1, 2014	
Annual Work Plan (Year 3)	C.7(C), C.9(A),(B)	December 1, 2014 – November 30, 2015	January 1, 2015	November 15, 2014
Annual Work Plan (Year 4)	C.7(C), C.9(A),(B)	December 1, 2015 – November 30, 2016	January 1, 2016	November 15, 2015
Annual Work Plan (Year 5)	C.7(C), C.9(A),(B)	December 1, 2016 – Award Expiration	January 1, 2017	November 15, 2016

Table 2: Monthly, Quarterly, and Annual Reports

Report	Contract Reference	Coverage	Due Date
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Monthly Report 1	C.9(A),(C)	Award – December 31, 2012	January 9, 2013
Monthly Report 2	C.9(A),(C)	January 1 - January 31, 2013	February 7, 2013
Monthly Report 3	C.9(A),(C)	February 1-February 28, 2013	March 8, 2013
Quarterly Report 1	C.9(A),(D)	January 1 – March 31, 2013	April 15, 2013
Quarterly Report 2	C.9(A),(D)	April 1 – June 30, 2013	July 15, 2013
Annual Report 1	C.9(A),(E)	Award – September 30, 2013	October 31, 2013
Quarterly Report 3	C.9(A),(D)	October 1 – December 31, 2013	January 15, 2014
Quarterly Report 4	C.9(A),(D)	January 1, 2014 – March 31, 2014	April 15, 2014
Quarterly Report 5	C.9(A),(D)	April 1 – June 30, 2014	July 15, 2014
Annual Report 2	C.9(A),(E)	October 1, 2013 – September 30, 2014	October 31, 2014
Quarterly Report 6	C.9(A),(D)	October 1 – December 31, 2014	January 15, 2015
Quarterly Report 7	C.9(A),(D)	January 1, 2015 – March 31, 2015	April 15, 2015
Quarterly Report 8	C.9(A),(D)	April 1, 2015 – June 30, 2015	July 15, 2015
Annual Report 3	C.9(A),(E)	October 1, 2014 – September 30, 2015	October 31, 2015
Quarterly Report 9	C.9(A),(D)	October 1, 2015 – December 31, 2015	January 15, 2016
Quarterly Report 10	C.9(A),(D)	January 1, 2016 – March 31, 2016	April 15, 2016
Quarterly Report 11	C.9(A),(D)	April 1, 2016 – June 30, 2016	July 15, 2016
Annual Report 4	C.9(A),(E)	October 1, 2015 – September 30, 2016	October 31, 2016
Quarterly Report 12	C.9(A),(D)	October 1, 2016 – December 31, 2016	January 16, 2017
Quarterly Report 13	C.9(A),(D)	January 1, 2017 – March 31, 2017	April 14, 2017
Quarterly Report 14	C.9(A),(D)	April 1, 2017 – June 30, 2017	July 17, 2017

Annual Report 5	C.9(A),(E)	October 1, 2016 – Expiration of Award ³	30 Days After Award Expiration
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4.2 ANTICIPATED CRITICAL SUPPORT NEEDED FROM USAID

Support Needs

As outlined in SB’s Year Two Work Plan, the following list contains the priority areas where USAID support is most needed:

- Acceptance of SB’s revised PMP by late February 2014.
- Cooperation/partnership on the finalization of the project’s online PBMS database.
- Guidance and clarification on whether or not ex-combatants are to be integrated into SB activities.
- Personnel and STTA approvals: WEG Senior Manager, Communications Manager, GESI Manager, M&E Officer, Director of Grants and Contracts, Regional Program Manager, and other consultants as needed.
- Coordination and approval of the SMS polling methodology, and the Concept Note for on-air dialogues.
- Approval of accountability mechanism for WCF capacity enhancement.
- Consultation and approval of the Strategy Paper for the creation of a Parliamentary Caucus on Local Governance.
- Equipment approvals (see 5.2 “Procurement Plan” below).
- Achieving DDC’s buy-in to Project goal, objectives, and approaches achieved.
- 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.
- Approval of Women Empowerment Grants, Governance Grants, and micro-grants.
- Continuity of support during transition to new COR.

³ Assumes that award expiry date is not beyond December 31, 2017. If the award is extended beyond December 31, 2017, the reporting schedule will follow the same pattern as laid out in the table, or as determined by the COR.

5.0 FINANCIAL PLAN

5.1 MAJOR CATEGORY EXPENDITURES

Below are projections of expenditures for Year 2 of *Sajhedari Bikaas*.

Table 3: Year 2 Financial Projections⁴

Cost Category	Approved FY14 Budget Projection	FY 2014	
		Total Projected Expenditure	Balance (over) / under
I. Operation Costs			
Salaries and Wages	\$578,812	\$579,561	(\$749)
Fringe Benefits	\$197,404	\$163,305	\$34,099
Technical Consultants	\$215,136	\$129,812	\$85,324
Travel	\$136,880	\$146,277	(\$9,396)
Allowances	\$72,280	\$101,638	(\$29,359)
Equipment and Supplies	\$73,207	\$138,801	(\$65,593)
Other Direct Costs	\$304,994	\$167,716	\$137,277
II. Program Costs			
a. Grants Under Contracts	\$1,361,539	\$1,658,069	(\$296,530)
b. Subcontracts	\$1,534,833	\$1,412,335	\$122,499
Total Estimated Direct Costs	\$ 4,475,085	\$ 4,497,514	\$ (22,429)

⁴ The financial projections in the Year 2 Work Plan are subject to revision based on actual expenditures and activities throughout the year and explained in conjunction with contractual reporting requirements. In addition, Pact will prepare a revised detailed projection to be shared with USAID in late January 2014.

Indirect Costs in accordance with NICRA	\$ 603,951	\$ 566,301	\$ 37,649
Overhead on Direct Costs			
Overhead on Subawards			
Fixed Fees	\$ 153,072	\$ 143,202	\$ 9,871
Fees on all costs excluding GUCs			
TOTAL Estimated Cost Plus Fixed Fee	\$ 5,232,108	\$ 5,207,017	\$ 25,091

5.2 PROCUREMENT PLAN

Major Planned Purchases	FY2014
IT equipment - laptops for partners (26) and equipment for office (10)	\$48,600
Set-up of branch office in Dhangadhi	\$10,000
Vehicle for Dhangadi office	\$28,000
Motorcycles	\$4,000
Generators (2 – Kailali and Nepalgunj), transport, and installation	\$16,000
Expansion of current facility	\$5,600
PBMS software DevResults and framework for GIS & M&E integrated system	\$11,000
Equipment and supplies	\$9,000
TOTAL	\$132,200

5.3 PLANNED LOE UTILIZATION FOR YEAR 2

	YR 1 remaining + YR2	Projections LOE Use YR 2
Long Term Technical Assistance - Key Personnel		
<i>Chief of Party (Nick Langton)</i>	326	260
<i>Operations Manager (Mary Giudice)</i>	298	260
<i>Director Grants & Contracts (TBD)</i>	238	238

Program Manager (Sarah Kellogg, Ben Lawrence)	5.35	141
Technical Advisor (Matt Reeves)	55.06	25
Deputy Director - MERL (Joris Vandelanotte)	64.25	10
Long Term Technical Assistance Key Personnel	986.66	851
Other Long Term Professional and Support Staff		
<i>Deputy Chief of Party (Rakesh Karna)</i>	269.50	260
<i>Regional Program Manager, Com Stabilization (TBD)</i>	248.37	238
<i>Regional Program Manager, Com Development (TBD)</i>	276.50	238
Women Economic Group Coord. (Bhagawati Sharma)	345.00	260
Program Specialist, Local Governance (Lilaraj Limbu)	263.00	260
Program Specialist, Engineer (Dinesh Mandal)	263.00	260
Program Specialist, Conflict Mitigation (Reena Chaudhary)	268.00	260
PBMS Manager (Raju Kandel)	271.00	260
Monitoring and Evaluation Specialist (Sudan Shivakoti)	271.00	260
Contract and Grants Manager	283.00	238
Grants Specialist (Suresh Karki)	316.50	260
Grants Specialist (Birendra Chaudary)	239.00	260
Director of Finance (Arun Shrestha)	262.50	260
M&E Officer (previous year LOE multiple categories)	238	238
Senior GIS Officer (previous year LOE, multiple)	238	238
Comm Manager (previous year multiple categories)	238	238
Total Long-Term Professional and Support Staff	4,597.37	3,790
Short Term Technical Assistance (Expat/CCN)		
Intl. Conflict Mitigation Assessment	61.00	10
Intl. Acting COP (Christian Hennemeyer)	(71.00)	0
Intl. Strategy Gender, Social Inclusion	19.00	0
Intl. Women Economic Group Package (Erica Tubbs)	22.00	15
Intl - Assessment of Out of School Youth (TBD)	45.00	10
Intl - Local Governance Barometer (Marc Cassidy)	2.87	-10
Intl. Consultant - Inclusive Community Planning (TBD)	60.00	15
Intl. Consultant - Community Contracting	7.00	7
Intl. Program Start-up Specialist (contract monitoring)	50.72	50
Intl. - Baseline Survey (Bruce Kerry)	10.00	10
Intl. Baseline Survey Coordinator (Frances Klatzel)	40.00	40
Intl. Serenic Navigator implementation (Troy Bickford)	14.00	10
Intl. Consultant Fee - (PBMS Support)	107.50	40
Local Consultant - IT and Network Installation	54	10
Local Consultant - (G&F and M&E)	270	150

Human Resources Manager (Carol Bartl)	2.00	0
Global Finance Manager, (Lim Eang)	26.19	10
Project Manager (TBD)	18.00	10
Total LOE STTA (Expat/CCN)	738.28	357
TOTAL LOE	5,608.31	4,998

ANNEXES

ANNEX 1: INDICATOR TABLE

Indicators	Type	Source/Method	Disaggregation	Geo-enabled	Responsible	Frequency	Target Yr2
Goal: Targeted Communities are empowered to better direct their own local Development							
Objective A: Enabling environment for community development established							
IR A1: early responses that address the causes and consequences of instability are institutionalized							
Proportion of all mediation cases opened during the quarter preceding the period that were settled within 3 months	Outcome	Routine data collection CeLRRd - monthly reports	ward, district, gender, ethnicity**	No	CeLRRd	Qrtly	60%
F: Number of new groups or initiatives created through USG funding, dedicated to resolving conflict or the drivers of the conflict	Output	Count of number of new community mediation centers established, CeLRRd reports	VDC, District	No	CeLRRd	Qtrly	20
F: # of groups trained in conflict mitigation/resolution skills or consensus building techniques with USG assistance	Output	Training reports	District/VDC/gender/age/ethnicity	No	CeLRRd	Quarterly	58
Number of new cases of individual/group conflict mediations opened during the reporting period	Output	Routine data collection CeLRRd - monthly reports	Ward, district, nature of dispute	No	CeLRRd	Qrtly	3,500
F: Number of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance	Process	Count of number of systems in place and number of conflict assessments done		Yes	Pact/ Saferworld	Qtrly	5

IR A2: enduring solutions to the problems that drive conflict are adopted							
Proportion of supported economic groups that provide more than 5 loans per year to their members	Outcome	DNGO reports	district	Yes	DNGOs, Pact	Yearly	50%
Proportions of DNGOs that have an improved Organizational Performance Index (OPI) score	Outcome	OPI tool	n/a	No	Pact	Yearly	60%
Number of youth who have started a business or found a job through the YI activities	Outcome	Youth Initiative reporting system	District,	No	Youth Initiative	Yearly	25
Proportion of supported FM radio stations that produce quality radio programs that address issues on local government, youth, women, disadvantaged groups	Outcome	Tool to measure quality (EA) score card	district	Yes	Equal Access	Yearly	60%
Number of individuals who received USG-assisted training on inclusion (GESI charter) and the understanding of the root causes of the conflict	Output	Training reports	VDC, district, gender, ethnicity, type of training, age category***	No	DNGOs, Pact	Qrtly	1,450
Number of new/existing women's economic groups formed during the reporting period	Output	DNGO reports	district	Yes	DNGOs, Pact	Qrtly	116
Number of economic group participants who received training on business and accounting	Output	DNGO reports	VDC, district, gender, ethnicity*, type of training, age category	No	DNGOs, Pact	Qrtly	2,320
Number of Youth Groups and CMUs that have been established/revived/operational in the reporting period	Output	Youth Initiative reporting system	district	No	Youth Initiative	Yearly	9
Number of people who have been trained on the different YI training programs	Output	Youth Initiative training reports	VDC, district, gender, ethnicity, type of training age group	No	Youth Initiative	Qrtly	1,755
Proportion of VDCs who have youth groups/CMU who participate in the VDC planning process	Outcome	VDC meeting reports/files	district	Yes	Youth Initiative	Yearly	70%
F: Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace processes	Output	national broadcast episodes plus local FM station broadcasts episodes	national or local FM broadcast	No	Equal Access	Qtrly	203
F: # of non-state news outlets assisted by USG	output	Progress report	District/type of FM stations	Yes	Equal Access	Quarterly	16

F: Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors of conflict	Output	Training reports/event reports, activity progress reports from Ips and DNGOs	District/VDCs, type of events, type of participants	No	PACT	Qtrly	1,500
Number of new listener clubs established	Output	EA routine reporting	district	Yes	EA	Qtrly	50-100
Objective B: Communities access resources for development							
IR B1: Inclusive community strategic planning process are established							
Number of local key stakeholders (community leaders, local government officials), trained in inclusive participatory planning	Output	Training records	District, VDC, gender, type of training	No	DNGOs/Pact	Qtrly	1,450
IR B2: Community development plans are established							
Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards	outcome	Review of village development plans	district	Yes	DNGOs/Pact	yearly	30%
Number of Ward Citizen Forum meetings that review the village development plan to ensure equitable distribution of local resources	output	Meeting reports	VDC, district	No	DNGOs/Pact	Qtrly	522
F: Number of awards made directly to local organization (cross-cutting indicators)	Output	Progress report	Type of awards/District/NGO	Yes	PACT/DNGO	Quarterly	9
IR B3: Community based organizations advocate for needed resources for financial, technical and commodity support							
Proportion of village development plans that include a fundraising plan	outcome	Review of village development plans	district	Yes	DNGOs/Pact	yearly	50%
Number of micro grants provided for community development	output	Review of grants reports/ GMIS	VDC/district	Yes	DNGOs/Pact	qtrly	100
Objective C: Communities implement inclusive development policies effectively							
IR C1: Mechanisms for transparent administration of funds is institutionalized							
Number of individuals who received USG assisted training, including management and fiscal skills	output	Training records	district, VDC, gender, ethnicity, agegroup	No	DNGOs/Pact	qtrly	3,020

F: Number of people affiliated with NGOs receiving USG supported anti-corruption training	Output	Training report	district/NGO	No	PACT	Quarterly	700
Proportion of community projects that are allocated to women, youth or marginalized groups	outcome	Review of community project funding allocation	district	Yes	DNG)s/Pact	yearly	50%
IR C3: systems for sustainability are established							
Proportion of user groups that improve their organizational capacity	outcome	Organizational Performance Index adapted to user groups/community based organizations	district	Yes	DNGOs/Pact	yearly	50%
Objective D: Local government units function effectively							
IR D1: Local government officials effective carry out their mandate							
F: # of sub-national entities receiving USG assistance that improve their performance (government OPI)*****	Outcome	Baseline - midterm and endline surveys	District/VDC	Yes	Pact	Baseline - midterm and endline surveys	5
Number of VDC that have run the local government barometer as a self- assessment tool	output	local government barometer reports	district	Yes	Pact	Yearly	5
Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans	output	Training/mentoring reports	district, gender, ethnicity, age groups	No	DNGOs/Pact	Qrtly	1,450
IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities							
Number of times technical assistance is provided to local government ministries	output	reports	n/a	No	DNGOs/Pact	yearly	4
Proportion of Ward Citizen Forums (UGs/CBOs, CSOs) who have tracked their budget allocation	outcome	Baseline - midterm and endline surveys	district	No	Pact/external evaluator	baseline, mid-term, endline	70%
Cross-Cutting Indicators							
F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Output	Progress Report	District/age	Yes	DNGO/PACT	Quarterly	50%

ANNEX 2: YEAR 2 WORK PLAN GANTT CHART

Sajhedari Bikaas (ref: AID-367-C-13-0003) - Year 2 Work Plan

Updated on Dec 31, 2013

Activity	14-Jan	14-Feb	14-Mar	14-Apr	14-May	14-Jun	14-Jul	14-Aug	14-Sep	14-Oct	14-Nov
Monitoring and Evaluation											
Baseline Report	■	■									
Quarterly M&E Workshop		■		■			■				■
Finalization of Indicator Protocol sheet		■									
PMP Revision based on baseline		■									
Qualitative study of program interventions on beneficiaries								■	■	■	
Video documentation on case study/success story									■	■	
Harmonization workshop on M&E efforts on Governance						■					
PBMS Database Established		■	■	■							
PBMS database operational			■	■	■	■	■	■	■	■	■
Routine Data Quality Assurance tool development	■	■									
Data Quality Assurance Workshop				■							
Routine Data Quality Assurance/Audit by SB								■	■	■	

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