SAJHEDARI BIKAAS PROGRAM

Year 3 Work Plan
December 1, 2014 – November 30, 2015 (Revised May 2015)

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SAJHEDARI BIKAAS:

Partnership for Local Development

Year 3 Work Plan
December 1, 2014 – November 30, 2015 *(Revised May 2015)*

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ACRONYMS

ADDC	Association of District Development Committees
ADR	Alternative Dispute Resolution
BMT	Basic Mediation Training
CA	Constituent Assembly
CAC	Community Awareness Center
CAG	Content Advisory Group
CAR	Community Action Researcher
CBO	Community Based Organization
CBT	Community Based Training/Capacity Building Training
CDCS	Country Development Cooperation Strategy
CDP	Community Development Projects
CeLRRd	Center for Legal Research and Resource Development
CM	Community Mediator
CMC	Community Mediation Center
CMU	Community Management Units
CPN-UML	Communist Party of Nepal-United Marxist Leninists
CSA	Conflict-Sensitive Approaches
CSC	Community Score Cards
CSO	Civil Society Organization
DDC	District Development Committee
DIDC	District Information and Documentation Center
DNH	Do No Harm
DRR	Disaster Risk Reduction
DYN	District Youth Network
DQA	Data Quality Assurance
EA	Equal Access
FGD	Focus Group Discussion
FTF	Feed the Future
FY	Fiscal Year
GBV	Gender-based Violence
GCC	Global Climate Change
GESI	Gender Equity and Social Inclusion
GHI	Global Health Initiative
GIS	Geospatial Information System
G-NGO	Governance NGO
GoN	Government of Nepal
GUC	Grants Under Contract
GPS	Global Positioning System
KII	Key Informant Interview
INGO	International Non-governmental Organization
IP	Implementing Partner
IPFC	Integrated Planning Formulation Committee
IRAP	Internal Revenue Assessment and Projection
IVR	Interactive Voice Reponses
IYD	International Youth Day
LCP	Local Compensation Plan
LDO	Local Development Officer
LDRMP	Local Disaster Risk Management Plan
LGB	Local Governance Barometer
LGBTI	Lesbian, Gay, Transgender and Intersex
LGCDP	Local Governance and Community Development Programme

LNGO	Local Non-governmental Organization
LSGA	Local Self Governance Act, 1999
LYG	Local Youth Group
MEAL	Monitoring, Evaluation, Accountability, and Learning
M&E	Monitoring and Evaluation
MCPM	Minimum Conditions Performance Measure
MoFALD	Ministry of Federal Affairs and Local Development
MuAN	Municipality Association of Nepal
NAVIN	National Association of VDCs in Nepal
NC	Nepali Congress
NGO	Non-governmental Organization
NN	*Naya Nepal*
OCA	Organizational Capacity Assessment
ONA	Organizational Network Analysis
OPI	Organizational Performance Index
PDDP	Periodic District Development Plan
PBC	Public Beneficiary Committees
PBMS	Performance-based Management System
PEA	Political Economy Analysis
PETS	Public Expenditure Tracking System
PMC	Project Management Committee
PMP	Performance-based Management Plan
PSA	Public Service Announcement
PVDP	Periodic Village Development Plan
R-SAC	Radio Strategic Advisory Committee
RCA	Rapid Conflict Assessment
RDQA	Routine Data Quality Assurance
RFA	Request for Applications
RLG	Radio Listeners Group
RMC	Resource Mobilization Committee
RMMP	Resource Mapping and Management Plan
RYN	Regional Youth Network
SB	*Sajhedari Bikaas*
SEDC	Safe and Effective Development in Conflict
SGBV	Sexual and Gender Based Violence
SMS	Short Messaging Service
SSMK	*Saathi Sanga Manka Kura*
STTA	Short Term Technical Assistance
TAF	The Asia Foundation
TJSC	*Tharu* Joint Struggle Committee
TRC	Truth and Reconciliation Commission
ToT	Training of Trainers
UCPN	Unified Communist Party of Nepal (Maoist)
US	United States
USAID	United States Agency for International Development
VDC	Village Development Committee
VRMP	VDC Resource Management Plan
WAM	Women Association for Marginalized Women
WCF	Ward Citizen Forum
WEG	Women's Economic Group
WORTH	Ward Citizen Forums, Women's Economic Groups
YI	Youth Initiative

1.0 PERFORMANCE OBJECTIVES & BENCHMARKS

1.1 HOW YEAR 3 OBJECTIVES & ACTIVITIES ADDRESS CONTRACTUAL OBJECTIVES

Sajhedari Bikaas (SB) project activities are designed to contribute to USAID/Nepal's Country Development Cooperation Strategy (CDCS) *Objective 1: More Inclusive and Effective Governance*, with the goal of increasing progress towards a democratic, resilient, and prosperous Nepal. Key strategic components for Year 3 include:

Inclusive Participation

SB integrates Gender Equity and Social Inclusion (GESI) in all of its program interventions. As highlighted in its GESI strategy,[1] the project uses disaggregated data measurement and analysis to track GESI results and outcomes. In Year 3 with a new GESI Manager on board, SB will identify GESI gaps at the VDC, ward, and community levels in order to better plan, support, and monitor interventions. SB will also support *Objective 1, IR 1.3: Selected institutions made more inclusive* by ensuring that supported institutions develop and implement their own GESI strategies.

Use of Nepali Entities

During Year 3, SB will continue to partner with two national-level NGOs—Center for Legal Research and Resource Development (CeLRRd) and Youth Initiative (YI)—and at least 13 district-based NGO partners to implement project interventions in the targeted communities. Through this approach, 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.

Governance and System Strengthening

SB works with a range of government counterpart institutions, foremost the Ministry of Federal Affairs and Local Development (MoFALD), with an emphasis on organizational capacity building. SB will use Social Audits and Public Hearings to assess and address gaps in government service delivery. It will also provide technical support to VDCs and DDCs in effectively conducting their mandated planning responsibilities.

Geographic Focus/Programmatic Integration

SB is designed for implementation in two phases. During Phase 1, the project is focused on 58 VDCs in the six project districts. Beginning in spring 2015, SB will extend its activities to 48 Phase 2 VDCs, resulting in total project coverage of 50 percent of the VDCs in SB districts. SB will also coordinate with MoFALD and other agencies to facilitate programmatic support for VDCs that are not within SB's geographic scope. Throughout project areas, SB will provide a range of integrated interventions that create the enabling environment for local development while also strengthening local institutions and governance processes.

[1] Sajhedari Bikaas Gender Equity and Social Inclusion (GESI) Strategy: Guidelines for Achieving GESI in Programming and Project Implementation, March 2013.

Coordination with Other USAID Partners

As an integrated governance project, SB underlies USAID's work across all development sectors in Mid and Far Western Nepal. Its project areas overlap with USAID's Presidential Initiative programs—Feed the Future (FTF), Global Health Initiative (GHI), and Global Climate Change (GCC)—in these regions. In Year 3, SB will continue to coordinate with these programs, as well as with the Government of Nepal (GoN), other donors, CSOs, and private sector organizations, to support CDCS *Objective 2: Targeted populations made more economically, environmentally, and socially robust.*

Activities in Phase I and 2 VDCs

Ongoing subgrants for SB's district-based implementing partners (G-NGOs and WORTH NGOs) end in December 2015. By April 2015, SB will issue a Request for Proposals (RFP) for Phase 2 partners, with subgrants planned to begin in July 2015. This will allow for Phase 1 activities to continue under existing partners until December 2015, while concurrently Phase 2 activities are getting started. (See *Annex 1: Year 3 Workplan Matrix* for activities planned for Phase I and 2 VDCs).

SB will continue selected activities to strengthen and sustain results in Phase 1 VDCs beyond December 2015. Some appear in this Year 3 Workplan and others will be proposed in the Year 4 Workplan. In Phase 1 VDCs, subject to consultations with USAID, SB will continue to engage with WCFs and CACs through next year's planning cycle ending in January 2016. This will enable SB to support two full planning cycles in Phase 1 VDCs. Similarly, it will support two full planning cycles in Phase 2 VDCs in Years 3-4 and 4-5.

In addition, SB will continue data collection, mentoring, and progress review of WORTH groups and CMCs in Phase 1 VDCs through Year 3, with some activities extended into Year 4. SMS-based conflict mapping, social marketing, and practice sharing workshops for community mediation will also continue. SB will continue local-level exchange and sharing platforms such as *Sajhedari Chautari* in Phase 1 VDCs through Year 3. Some follow up on the performance of micro-grants and PMCs will be required in Phase 1 VDCs into Year 4. It is also envisioned that PETS will continue in Phase 1 VDCs into Year 4.

Additional VDC Coverage

SB's target area covers 50 percent of the VDCs in its six project districts. In response to MoFALD's policy of ensuring 100 percent VDC coverage in each district, and in consultation with USAID, SB has designed two activities to provide partial support to the VDCs not currently covered by SB activities. During Year 3, SB will support development of two strategic documents—Periodic Village Development Plans (PVDP) and Village Profiles—in 62 VDCs not currently receiving SB support. In addition, it will provide training on MoFALD accounting and Vital Events Registration System (VERS) software for all 75 non-SB VDCs. This limited support will assist MoFALD to meet its goals more comprehensively, ensuring that no VDC is "left behind."

New Municipalities in SB Working Areas

Twenty-one VDCs in SB project areas have recently been merged with municipalities. Following the earthquakes of April and May 2015, SB's plans for initiating pilot activities in some of these municipalities are on hold while it focuses on expansion into earthquake-affected districts (see below).

Expansion into Earthquake-affected Districts

In the wake of devastating earthquakes that ravaged Nepal in April and May 2015, communities in affected districts require significant support to rebuild or refurbish damaged or destroyed small-scale infrastructure such as water taps, latrines, feeder roads/trails, schools, and health posts to achieve their goal of normalization. SB will draw upon its core strengths to provide a quality, medium-term response to this need by extending strategic

elements of its ongoing program into up to three affected districts. In its rapid response, SB will mobilize existing staff and resources during an initial six-week start-up period, then transition to its proven model of implementation through district-based NGO partners for an additional 12 months. SB's objective is to place communities at the center of reconstruction efforts to ensure local ownership and sustainability of results. Interventions will include: 1) Rapid roll-out of locally-managed small-scale infrastructure projects with citizen participation and oversight; 2) Coordination of Integrated Mobile Service Camps; and 3) Facilitation of VDC-level post-disaster plans.

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

In order to achieve outcomes under Results A.1, Year 3 activities will be directed to prevent local disputes from escalating through the real-time mapping of conflict trends, and the expanded use of alternative dispute resolution mechanisms.

The SMS-based conflict mapping system SB established in Year 2 will be extended to include an additional 432 reporters in 48 Phase 2 VDCs. SB will raise awareness among local communities of the benefits of community mediation through social marketing campaigns that reach approximately 58,000 people during Year 3. As more cases of conflict are settled by community mediation centers (CMC), local trust in the effectiveness of the CMCs is expected to increase, which will be reflected in increased case registration and measured through SB's bi-annual perception surveys. Through SB support, 105 CMCs will be operational in Year 3: 58 in Phase 1 VDCs and 48 in Phase 2 VDCs. The CMCs will engage 2,835 community mediators (CM) to mediate a target of 4,575 cases with 60 percent resolution.

SB will strengthen the quality of its own program and contribute to improved services by other community mediation providers in Nepal through protocol development and policy research. To date, 21 percent of cases registered with CMCs in SB project areas have involved GBV. These cases are sometimes not appropriate for mediation, or are delicate to mediate due to traditional gender biases or unequal power relationships between the parties. During Year 3, SB will design protocols to screen the nature of cases, assess whether or not they involve GBV, and determine if they are suitable for mediation.

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 fully and meaningfully in community planning processes and activities, and promote increased economic opportunities and resources for youth, women, and other

marginalized groups. The main focus will be on Ward Citizen Forums (WCF), which SB views as the most critical local body for citizen engagement in planning and development decisions. The GESI review planned during the first quarter of Year 3 will identify new strategies as well as additional entry points.

SB will deepen and expand its support to women's economic groups utilizing Pact's WORTH model, an integrated literacy-led approach for women's empowerment. In Year 3, SB will form a targeted 250 new groups and train an additional 1,250 WORTH members in micro-enterprise development and capacity building. The groups will engage in small-scale lending and profit management throughout the year, with 80 percent of them providing more than five loans during the year to their members. A minimum of 3,750 youth will be trained in SB programs, and 7,530 engaged in community development activities. Eighty percent of project VDCs are targeted to have local youth group (LYG) members participate in the local planning process. In addition, SB will support LYGs and district youth networks (DYN) to design and implement community development programs and social initiative micro grants.

SB will utilize the media to increase public knowledge and generate open dialogue around issues of democratic governance, conflict mitigation, and development. It will support the production and national-level broadcast of 50 new episodes of *Naya Nepal* (*NN*) and 12 new episodes of *Saathi Sanga Manka Kuraa* (*SSMK*). It will also support eight local FM stations for the production and broadcast of *Sajhedari*, a program that engages citizens on community and local governance issues. In order to maximize results under Objective A, SB will utilize its national and local media partners to highlight activities related to other SB components, including community mediation, youth engagement, WORTH, and local government planning and implementation.

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, SB will promote the meaningful participation of youth, women, and other marginalized groups in VDC planning, with the objective of VDC support for projects prioritized by these communities. Through district-based partners, SB support to Integrated Planning Formulation Committees (IPFC), WCFs, and CACs—and mobilization of disadvantaged communities through these local formations as per MoFALD's GESI guidelines—will create continued demand for inclusive planning and project implementation. In Year 3, SB will support the development of Periodic Village Development Plans (PVDPs), VDC Profiles, VDC Resource Mapping and Management Plans (RMMP), and VDC Internal Revenue Assessments and Projections (IRAP) in 48 Phase 2 VDCs. As part of this process, partners will train VDC officials, WCF members, Citizen Awareness Center (CAC) members, and other stakeholders in community planning processes using *Do No Harm* and *Safe Effective Development in Conflict Principles*, and GESI-sensitive project prioritization. The WCFs and CACs play a critical role in the absence of elected local government, and are likely to continue to function beyond local elections as platforms for citizen participation and voice.

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 outcomes under Result B.2, activities will support quality and timely participation in the 14-step local planning process. SB will assist 522 Ward Citizen Forums (WCF) in Phase 1 VDCs, and will assist in the formation of 432 new WCFs in 48 Phase 2 VDCs. The WCFs will be assessed based on membership by women and other marginalized groups, and the quality of their participation in the local planning process (e.g., number of meetings held, agendas developed and made publicly available, project priorities established through a participatory process, transparency in financial and operational functioning, etc.). Based on this mapping, SB will coordinate with the Local Government and Community Development Programme (LGCDP), District Development Committees (DDCs), and VDCs in identifying resources, whether financial, technical, or organizational, to strengthen WCF capacity. SB will engage VDC officials and community members to prepare and review Periodic Village Development Plans (PVDP) in 42 Phase 1 VDCs, and initiate a similar process in Phase 2 VDCs. In addition to providing technical support for various components of PVDPs, SB will organize at least one meeting in each of 936 wards (including 62 new non-SB VDCs) involving WCF, CAC, and other community members to review and provide feedback on PVDPs.

In the six SB districts, the five-year PVDPs will provide crucial references for VDC annual planning over a five-year period. In addition, the newly introduced strategic documents will open up mechanisms of checks and follow-ups (on whether these VDCs have developed the strategic planning documents in the next planning cycles) by MoFALD and the Planning Commission.

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 Mapping and Management Plans (RMMP), including fund-raising and sustainability plans. During Year 3, SB will support VDC officials and community members to complete RMMPs in all 51 VDCs and at least 14 Phase 2 VDCs. SB will coordinate with MoFALD, LGCDP, and other agencies to utilize existing mapping where available rather than duplicate efforts. A targeted 48 RMMPs will include fundraising and sustainability plans.

SB has finalized guidelines for micro-grants and sub-contracts to be provided through a community contracting mechanism in support of development initiatives prioritized in VDC plans. These include small-scale infrastructure projects such as construction of culverts,

market sheds, or latrines, along with social initiatives such as health campaigns or educational programs. SB received 131 micro-grant requests during Year 2, which were duly approved by VDC councils in the project areas. In Year 3, SB plans to award 70 projects in Phase 1 and 2 VDCs. SB training will strengthen WORTH groups' capacity to better advocate for VDC funds to align with their priority needs. The analytical information available to them through SB's public expenditure tracking (PETS) initiative will enable them to be more assertive in accessing local resources.

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 manage financial resources transparently
- Community members monitor administration of funds

In order to achieve outcomes under Result C.1, 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. SB will award 70 micro-grants or sub-contracts through a community contracting model that involves Project Monitoring Committees (PMC) in selecting projects, evaluating bids, and project supervision. At least 700 PMC members will be trained on micro-grant/sub-contract management and fiscal skills, including anti-corruption measures. The process will strengthen community capacity for transparent and effective project management in the future. A targeted 100 community-level workshops and events will be conducted in Phase 1 and 2 VDCs to promote government-accepted social accountability tools such as social audits, public hearings, and exit polls. In Phase 2 VDCs, district-based partners will work with VDC officials, WCF members, and CAC members to develop and post Citizen Charters at VDC offices.

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 3 activities will focus on representation of youth, women, and marginalized groups in the PMCs that oversee local development projects. SB will utilize participatory, inclusive community meetings, including representatives from WCFs and CACs, to select PMC members. At least 15 percent of citizens in project VDCs are expected to actively participate in decisions around VDC community development projects, and 70 percent of PMCs are expected to improve their organizational capacity.

Result C.3: Systems for sustainability established

Outcomes

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

Capacity building and outward linkages are critical to sustaining the results SB will achieve through local groups. In order to achieve outcomes under Result C.3, activities will focus on improving the organizational capacity of supported groups (national partners, local NGOs,

WORTH groups, and CMCs). By the end of Year 3, at least five supported local NGO partners, 50 percent of WORTH groups, and 70 percent PMCs implementing micro-grants will have improved organizational capacities as measured through the Organizational Performance Index (OPI). During Year 3, SB will build the capacity of 70 PMCs to oversee the management and maintenance of micro-projects. The PMCs will have long-term operation and maintenance plans to ensure the sustainability of micro-projects, which will be linked with VDC plans and through them with the budgets.

Select CMCs have already been supported by VDCs, and more will receive similar support in Year 3 through PVDP and annual plans. As WORTH group members become more skilled and economically successful, they are expected to participate more fully in local development decision-making as members of CACs, PMCs, and WCFs among others. Additionally, at least 25 percent of the supported WORTH groups are expected to have established formal linkages with external financial institutions by the end of Year 3. SB will also explore possibilities for linking WORTH groups with LGCDP's Livelihood Improvement Program.

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, activities will focus on capacity building of local government bodies and participatory tools to engage government stakeholders and community members to jointly assess and improve public services.

SB will collaborate with MoFALD to provide in-kind support to improve public financial management by VDCs and the administration of vital events registration and social security systems. During Year 2, SB provided desktop computers, printers, and solar panels for electrical backup to 53 VDCs in its project districts. During Year 3, this assistance will be extended to 48 Phase 2 VDCs. SB will also conduct training in both Phase 1 and 2 VDCs on computer skills and the operation of the MoFALD software. In addition, SB will provide equipment and training to strengthen District Information and Documentation Centers (DIDC).

In Year 3, SB will work with MoFALD to develop and test a model for enhanced community/government participation in in mandatory social audits and follow-up actions. In addition to strengthening local accountability and transparency, SB will assess the procedures, methods, and criteria adopted to select local development priorities. All Phase 1 and 2 VDCs will be covered. SB will also facilitate 12 integrated mobile service camps to assist line agencies in better reaching under-served populations in their districts.

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, activities are designed to support the outcomes and results under Objectives B and C. The 14-step planning process, which SB supports through its district-based partners, seeks to strengthen collaboration and joint action between CSOs/CBOs. SB also will strengthen collaboration through joint monitoring visits, revival of VDC monitoring committees, bi-monthly meetings of CACs and WCFs, and VDC and district-level consultation meetings planned for Year 3. SB will explore opportunities to support civil society organizations such as the Association of District Development Committees (ADDC), Municipality Association of Nepal (MuAN), and National Association of VDCs in Nepal (NAVIN) to raise local governance issues in national policy debates.

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, SB will engage communities and local government officials in tracking and analyzing government expenditures. SB will develop a Public Expenditure Tracking (PET) tool aimed at improving civil society's capacity to track local revenues and expenditures originating at the national level and intended for beneficiaries at the local level. As an innovation, the tool will be combined with political-economy analysis of downward fund flows, identifying interests and critical decision points. SB will work with more than 1,400 local government stakeholders (VDC secretaries, political leaders, and members of IPFCs, WCFs, and CACs) to improve public administration, inclusive management, planning, and implementation of VDC plans and budgeting systems. By the end of Year 3, it is anticipated that at least 70 percent of supported CBOs and CSOs will periodically track their VDC budget allocations.

2.0 CONTEXT

2.1 POLITICAL & SECURITY CONTEXT

The coming year is expected to bring both challenges and opportunities associated with political and security developments. At the national level, continuous and growing tension between the ruling and opposition parties has jeopardized the constitution drafting process. Ruling parties accuse the opposition parties of going against the spirit of political consensus, while the opposition parties allege that ruling parties have reneged on previous commitments. Contentious issues include federalism, the form of government, the electoral system, and the structure of the judiciary. At the time of this writing, it remains uncertain whether a new constitution is possible by the January 22, 2015 deadline.

SB districts are vulnerable to long-standing ethnic and other identity tensions that could be exacerbated by constitutional debate. Conflicts between supporters of *Tharuwan* and those advocating for a United Far West Province could emerge. Disagreement between political parties could also affect the regular fiscal budgeting process and undermine local development efforts. This is most likely in the spring of 2015 should a new constitution be announced. While challenging in terms of political stability, the constitutional debate and local government restructuring that will follow also provide an unprecedented opportunity for bringing previously excluded groups into the political process, which SB is well positioned to help facilitate in its project areas.

During Year 3, SB will monitor the political and security context in its project areas through quarterly conflict assessments, its SMS-based conflict mapping system, bi-annual perception surveys, and partner reports. Remaining flexible will be a requirement for continued work in the fluid operating environment in the Mid and Far Western regions. It is likely that during the course of the year SB, in conjunction with USAID, will respond to evolving opportunities and challenges through new initiatives that will augment those already included in this work plan.

2.2 SIGNIFICANT NATIONAL AND REGIONAL TRENDS

Local Elections

Local elections, which hold the potential to transform the political and development landscape, are not expected until there is a new constitution. Political parties that feel strongest—currently the Nepali Congress (NC) and Communist Party of Nepal-United Marxist Leninist (CPN-UML)—are likely to promote local elections as a way to expand their support, while those that feel weakest—currently the Maoist parties—are expected to resist. Given political realities and logistical constraints, local elections during Year 3 of SB currently seem unlikely. If local elections do take place, however, disruptions in SB activities are expected. For example, government officials may be consumed by election preparations and unavailable for project activities. Expected post-election transfers of local officials could mean that relationships would have to be re-established after the elections. At the same time, local elections would provide a tremendous opportunity for SB to assist in the re-emergence of local-elected government in Nepal and the increase in citizen participation that it promises.

Protests and Political Campaigns

Protests and political campaigns have had, and will continue to have, an impact on SB's operational space. In the coming months, debates surrounding state restructuring could lead to local protests both before and after the promulgation of the new constitution. Should local elections be called, parties would increase their fundraising efforts, possibly asking for

donations from NGOs and INGOs. *Bandhs* 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 election-related activities carried out by project partners. SB will encourage its partners to notify it of any such problems should they arise and to take the lead in addressing them early, before they become more difficult to manage.

Crime and Lack of Economic Opportunity

Petty crimes such as burglaries continue to be a concern in SB districts, as well as crimes associated with drugs. Drug abuse is perceived as a serious challenge affecting youth. In SB's *1st Local Governance Perception Survey* (June 2014)[2], 91 percent of respondents said that the economic situation and lack of employment opportunities cause them anxiety. Youth continue to remain vulnerable, primarily due to the lack of gainful employment opportunities. There are ongoing concerns that they may be mobilized for violent purposes by different actors, including political parties. Youth as well as other respondents felt that young people are more likely to be involved in criminal acts to make ends meet or fulfil their expectations and demands.

Gender-based Violence

The incidence of gender-based violence (GBV) in SB project areas remains high, with cases of rape and domestic violence widely reported. SB's *3rd Conflict Assessment*[3] focused on GBV, finding that many interviewees had not heard of the term, and were unaware of the type of acts that constitute it or the laws against them. While the assessment did not find a particular age group that is implicated in GBV, the general opinion was that younger men and boys are more involved in sexual harassment and older men are more involved in domestic violence, often with alcohol as a contributing factor.

Resource-Based Tension/Conflicts

Tension and conflicts over resources remain high in SB districts. Timber smuggling is a major concern, along with simmering tensions over community forest management and disputes between internally displaced people (IDPs) without land and the government authorities, as well as some community members.

Earthquakes in April and May 2015

On April 25, 2015 a magnitude 7.8 earthquake struck Nepal with its epicenter in the Western district of Gorkha. Major aftershocks occurred on April 26 (6.7 magnitude) and May 12 (7.3 magnitude). As of the end of May, more than 8,800 persons are known to have died as a result of the quakes, with more than 23,000 injured. Personal and public property, including schools, health posts, water systems, and roads have been severely damaged in the 14 hardest-hit districts. During the coming months as monsoon rains descend on hillsides already destabilized by the tremors, the loss of lives, personal property, and public infrastructure is expected to continue. Although there has been an outpouring of international support for relief efforts, resources to date have focused of necessity on immediate needs rather than the medium-term challenge of rebuilding basic infrastructure and community services. Planning for this phase must begin now to ensure early implementation when relief efforts are complete. SB's response to this challenge is outlined in sections 3.3 and 3.5 of this revised workplan.

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[2] The 1st Local Governance Perception Survey was completed in June 2014. Fieldwork for the second survey has been completed with final results due in November 2014.

[3] MoFALD has categorized the most affected districts as Priority 1: Gorkha, Rasuwa, Dhading, Nuwakot, and Sindhupalchowk, and Priority 2: Dolakha, Kavrepalanchowk, Ramechap, Okhaldhunga, Makwanpur, Sindhuli, Kathmandu, Bhaktapur, and Lalitpur.

3.0 DETAILED ACTIVITIES BY OBJECTIVE

During Year 3, SB will focus primarily on outcome-level changes and track its activities through Performance-based Management Plan (PMP) indicators that contribute to USAID/Nepal's Country Development Cooperation Strategy (CDCS) *Objective 1: More Inclusive and Effective Governance*, with the goal of increasing progress towards a democratic, resilient, and prosperous Nepal. SB also will work with USAID to develop ways to measure the impact of cross-sectoral activities developed and implemented through coordination among USAID partners. Key activities to be carried out in Year 3 are described below:

3.1 Monitoring and Evaluation

SB will continue to use a multi-faceted approach to monitoring and evaluating project performance, including a comprehensive baseline, Performance-based Management System (PBMS), Routine Data Quality Assurance (RDQA), and Geospatial Information System (GIS) mapping.

SB shared the findings of the baseline information with partners in Year 2 and will continue to share the information obtained from the comparison of the baseline and monitoring reports in Year 3. The data obtained through surveys and mobile technology will inform programs through interactive forums, including monthly and annual review meetings. SB's "Mosaic" webpage will further strengthen data sharing across SB partners. The M&E data will also serve as a repository for the mid-term and final evaluations. A special initiative on knowledge management scheduled for January/February 2015 will begin with a "knowledge audit" to determine partners' data needs, and include the development of collaboration and learning platforms, such as a Mosaic webpage and SB communities of practice.

In September 2014, USAID conducted a Data Quality Assessment (DQA) of SB, focusing mainly on its PMP's Performance Indicator Reference Sheets. While largely favorable in its findings, the assessment team made several recommendations that SB will follow in Year 3, including: measuring higher level results; reducing the number of indicators for each result; conducting more qualitative analysis of data; and making greater use of GIS maps to illustrate activities. The recommendations will be included in SB's revised PMP to be submitted to USAID in February 2015. SB will continue building the capacity of its partners and staff to improve monitoring systems and data usage in Year 3 through monthly DQA monitoring.

Routine Data Quality Assurance (RDQA)

During Year 3, SB will conduct monthly RDQA on partner activities to ensure that the reported data is of high quality. Specifically, SB will ensure validity, integrity, precision, reliability, and timeliness of data at all levels. Each implementing partner will develop a data quality assurance plan. The tools and training that SB provides will further strengthen the partners' knowledge of M&E and help them to prepare for SB's semi-annual RDQA.

Review of CDCS and Adjustment of PMP Indicators

SB's M&E team will review and adjust PMP indicators in December 2014 with assistance from Pact's Results and Measurement Specialist, Reid Porter. Based on this exercise, SB will submit a revised PMP to USAID in January 2015 that will include a finalized indicator protocol sheet for the core PMP indicators.

Orientation on PBMS

SB has developed a web-based data management system utilizing DevResults software that Pact is implementing globally. The system is designed to monitor project performance based on plan versus progress data disaggregated by age, gender, caste/ethnicity, and location depending on the type of activities and indicators. Pact and/or individual partners may enter the data. SB has also developed other databases important for data collection, analysis, and generation for DevResults, including a community mediation database, local group database, training database, and micro-grant database. In January 2015, SB will provide orientation on these databases to M&E officers of all implementing partners. DevResults will be operational once the revision of performance indicators in consultation with USAID is complete.

Training on Results-based M&E

SB will also provide training on results-based M&E to district-based partner staff designed to improve their knowledge of the linkage between activities and target results, with a focus on governance projects.

Quarterly Review and Planning Workshops

SB will conduct four quarterly review and planning workshops, with the fourth coinciding with SB's annual partners' meeting. The workshops will be held before the completion of each quarter so that SB partners can collectively review progress prior to quarterly reporting, and discuss challenges and measures required to overcome them.

Thematic Outcome Monitoring

Thematic outcome monitoring will be performed quarterly to generate knowledge and learning from the implementation of program activities. The theme of each quarter's assessment will be determined through discussion among SB partners. SB will develop data entry tools with dummy reports in MS Access/SPSS and provide partners with orientation on data entry. Partners will be responsible for data analysis and report writing, with SB staff compiling the reports. The thematic outcome assessment findings will be shared at the quarterly review and planning meetings (*see 3.1.5 above*).

Organization Performance Index (OPI) Review and Reflection Meetings

SB will conduct semi-annual OPI review and reflection workshops in January and July to measure performance in ongoing community development activities. OPI is a unique tool used to measure change in performance based on capacity development.

Assessment and Orientation on Knowledge Management

Pact's Director of Knowledge Management, Sara Teitelman, will visit Nepal in January/ February to assess SB and its partners' knowledge management systems and procedures, make recommendations to improve practices, and provide orientation to staff.

Orientation on Participatory Monitoring, Evaluation, Accountability, and Learning (MEAL)

SB will prepare a Nepali-language manual on Participatory Monitoring, Evaluation, Accountability, and Learning (MEAL) for use by mobilizers, group facilitators, and other field workers to measure community progress and generate learning. Following preparation of the manual, SB will provide a four-day orientation to partner staff on how to utilize MEAL in their programs.

Joint Monitoring Visits with Project Stakeholders

In addition to regular field visits by project staff, SB will organize two joint monitoring visits in March and September with representatives of MoFALD, DDCs, VDCs, USAID, and other donors and project stakeholders. The visits will provide an opportunity for participants to review project activities, learn from successes, and recommend improvements.

Documentation of Success Stories

SB will collect best practices and success stories, and publish a Nepali-language booklet for distribution among project stakeholders and other development practitioners. It will also produce short videos for distribution and use among partners and other stakeholders. In addition, EA will feature success stories in its national and local radio programs.

Global Information System (GIS) Mapping

SB will continue to use GIS for program planning, monitoring, and reporting, visualizing activities by location. It will produce printed and electronic maps of activities by overlaying data on resources, facilities, and services centers. This visualization can also be combined with data on marginalized communities, further enhancing the narrative information used for project planning. The maps will be utilized by SB and its partners, and also shared with DDCs, VDCs, government agencies, and other stakeholders.

Bi-annual Perception Surveys

SB will issue an RFP in January for two public perception surveys to be conducted in SB project areas, with reports due in September 2015 and March 2016. The surveys will continue to track public perceptions in SB project districts on local government performance, the role of CSOs, constitutional issues, and other subjects. The surveys will be administered to 2,000 respondents, including household members (men, women, and youth), WCF members, and CAC members. SB will utilize the surveys to identify trends, evaluate performance of government bodies, and adjust strategies. The survey results will be shared with partners and other government and non-government stakeholders.

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

To address the need for early responses to the causes and consequences of instability, SB will continue to conduct real-time mapping of conflict trends as well as quarterly conflict assessments in its project districts.

SMS-based Conflict Mapping

During Year 2, SB established an SMS-based conflict mapping system to track conflict trends in its project areas and share findings with partners and other stakeholders. The system has been operational since June 2014 with 515 community mediators (CM) serving as reporters. During Year 3, SB will manage the system's database from its office in Nepalgunj. SB partner CeLRRd will supervise existing reporters in Phase 1 VDCs and will train 513 new reporters (57 VDCs x 9 Wards) in Phase 2 VDCs. In addition, CeLRRd will take primary responsibility for verifying reports and issuing alerts of serious cases to government agencies and partners. Beginning in March 2015, when the system will have been up and running long enough to show trends, the findings of the SMS-based mapping will be shared in quarterly briefs with partners, government agencies, and other stakeholders. In addition, monthly data will be shared on the SB Mosaic webpage. The SMS conflict mapping system will be sustained by CeLRRd after the project period, though not necessarily in SB districts.

Quarterly Conflict Assessments

During Year 3, SB will conduct four quarterly assessments. Two of the assessments will track issues and trends first identified during the Rapid Conflict Assessment conducted in Year 1, while the other two surveys will focus on emerging social and/or political issues in project districts, such as the impact of constitutional reform decisions or local elections, should they be announced. Topics will be determined in consultation with USAID. An

ongoing assessment on labor migration is due to be submitted to USAID in December 2014. The other Year 3 assessments will be submitted in February (tracker), May (thematic), and August (tracker) 2015. SB partner Saferworld will engage CeLRRd and SB's district-based partners in conducting field work for the assessments, building local capacity to support/conduct independent assessments in the future. Findings of conflict assessments will be shared during district stakeholders' meetings, regional and central-level briefings by Saferworld, targeted distribution of USAID-approved and branded assessments, and among SB partners through the SB Mosaic page to be online in February 2015.

Alternative Dispute Resolution (ADR)

Through SB support, 115 CMCs will be operational in Year 3: 58 in Phase 1 VDCs and 57 in Phase 2 VDCs. The CMCs will support 3,105 CMs[4] 3,105 CMs[5] to mediate a target of 5,010 cases with 60 percent resolution. During the year, CeLRRd will facilitate a target of 777 CMC monthly meetings, providing an opportunity for CMs to familiarize themselves with CMC operational guidelines, share experiences, refresh skills, address challenges, and build teamwork. CeLRRd will also facilitate a target of 249 VDC-level quarterly meetings for CMs, WCF members, VDC officials, representatives of line agencies, political parties, and other stakeholders to promote coordination of CMC programs.

Similarly, while SB will continue to track and report on group mediation cases throughout Year 3, group mediation refresher training for Phase 1 VDCs and group mediation training for Phase 2 VDCs will be conducted in Year 4. Group mediation training in Phase 1 VDCs is already completed in Year 2.

Social Marketing of Community Mediation

SB will raise awareness among local communities of the benefits of community mediation through social marketing campaigns that reach approximately 58,000 people during Year 3. Strategies for implementing this campaign include billboards, wall paintings, brochures, door-to-door visits, rallies, and public service announcements (PSAs) aired by local partner FM stations. As more cases of conflict are settled by community mediation centers (CMC), local trust in the effectiveness of the CMCs is expected to increase, which will be reflected in increased case registration and measured through SB's bi-annual perception surveys. Success stories will be disseminated through community-level meetings and Sajhedari radio programs. Street dramas will be reintroduced in Year 4.

Assessment of Capacity and Sustainability CMCs

SB will hire a consultant to assess Phase 1 CMCs' capacity and develop a phase-out strategy that is expected to involve continued support for some Phase 1 CMC activities during Phase 2, such as practice sharing among CMs. SB will coordinate with VDC offices and encourage the allocation of VDC funds to support CMCs. The assessment framework for Phase I VDCs will draw from the success of 19 CMCs that have already received support from VDCs.

Protocols and Training on Gender-based Violence (GBV) Cases

Twenty-one percent of cases registered to date with CMCs in SB project areas have involved GBV. These cases are sometimes not appropriate for mediation, or are delicate to mediate due to traditional gender biases or unequal power relationships between the parties. During Year 3, The Asia Foundation (TAF) will work with CeLRRd to design protocols to screen the nature of cases, assess whether or not they involve GBV, and

4 Of 1,564 CMs in Phase 1 VDCs, 665 are female and 899 are male. A similar ratio is expected in Phase 2 VDCs.

5 Of 1,564 CMs in Phase 1 VDCs, 665 are female and 899 are male. A similar ratio is expected in Phase 2 VDCs.

determine if they are suitable for mediation. TAF will also customize its GBV training curricula and provide training of trainers (ToT) on techniques to effectively mediate cases involving GBV to 18 of CeLRRd's district staff and 58 CMC coordinators, who in turn will train all CMs. SB will maintain disaggregated data of CMs by gender and ethnicity.

Documentation of best mediation processes and practices
SB will document successes and failures, lessons learned, and best practices for sharing among CMCs and the broader ADR community in Nepal. This will include reports and booklets as well as short video pieces.

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

Women's Economic Groups (WORTH)
In Year 3, SB will deepen and expand its support to women's economic groups utilizing Pact's WORTH model, an integrated literacy-led approach for women's empowerment. During Year 2, SB trained 1,107 WORTH group members in micro-enterprise development and capacity building. In Year 3, SB will form a targeted 250 new groups and train an additional 1,250 WORTH members in micro-enterprise development, advocacy, and capacity building. The WORTH groups will engage in small-scale lending and profit management activities throughout the year, with 80 percent of the groups targeted to provide more than five loans during the year to their members.

Skill-Building Packages for Self-Management
Based on the needs of each WORTH group, SB will provide training on subjects ranging from daily bookkeeping, accounting, and business standards to life skills, leadership, and peace promotion. In addition, WORTH group members that cannot read and write will be provided training from literacy volunteers mobilized by the project. The various training packages will help WORTH members to manage group activities as well as embark on economic endeavors of their own.

Coordination Meetings and Exposure Visits
In Phase 1 VDCs, SB's district-based WORTH NGOs will facilitate quarterly consultations between group members and government agencies to raise concerns and elicit support for member priorities. In Phase 2 VDCs, WORTH NGOs will conduct introductory meetings with district and VDC-level line agencies to familiarize them with the WORTH program and facilitate their support. During September, SB will conduct exposure visits for selected WORTH members from Phase 2 VDCs to observe successful established groups from Phase 1 VDCs.

Youth in Development
During Year 3, SB will continue to build and strengthen youth groups and networks, support youth interactions with local government, increase youth entrepreneurship and employment opportunities, and support youth mobilization and campaigns in the areas of communication, community mediation, and women's empowerment. Compared to previous years, increased emphasis will be placed on building youth participation in local planning and implementation processes.

Governance and Accountability Training for LYG Members
YI will conduct 12 training workshops, each lasting 3-5 days, on governance and accountability for LYG members. This activity will be implemented in both Phase 1 and 2 VDCs. Each workshop will include participants from a cluster of 3-4 VDCs. The training will enhance participants' understanding of local governance, local structures, the 14-step planning process, community development projects, and social accountability tools. At the end of each workshop, the participants will develop annual action plans. CMU coordinators and representatives from local bodies will also be invited to participate in the training. Each

of the 12 training workshops will include 25 youth participants, for a total of 300 participants. The participants will in turn train their fellow group members when they return to their groups.

As a result of the training, youth groups will be able to monitor and better engage in local government processes, and to influence policies in favor of youth and socially excluded groups. They will also be able to ensure that mandatory social accountability tools such as public hearings and social audits are implemented adhering to MoFALD guidelines. The training will also assist youth groups to carry out their own community development projects and micro-grants in an inclusive, transparent manner.

Dialogue Series

SB's baseline showed low participation by youth in the local planning process. In order to further promote youth participation in local planning and development, YI will conduct two dialogue series. The first will include discussions among LYGs (with important stakeholders from government or NGOs invited in about 50 percent of events) in colleges or through street *bahas* reaching a target of 2,400 youth. The discussions will deepen youth's understanding of governance processes and themes such as resource distribution, social inclusion, and transparency. The second series will be convened by District Youth Networks (DYN) and held on a monthly basis. The dialogue series will be implemented in both Phase 1 and 2 VDCs.

Advocacy and Community Development Activities

LYGs will design and implement advocacy strategies around social issues and community development activities in both Phase 1 and 2 VDCs. To build the capacity of local youth groups to design and implement advocacy strategies, YI will conduct 3-day training workshops on evidence-based advocacy. The LYG members will be trained using an advocacy manual, which will be developed by July 2015. The training will be conducted both in Phase 1 and Phase 2 VDCs and include at least 300 participants, who will share the skills with their fellow group members once they return. The advocacy efforts will be directed both at securing youth interests and supporting the voices of marginalized groups in the local governance process, and implementation of community development projects. The training will cover methods for door-to-door campaigns for awareness building and public outreach, lobbying local bodies and line agencies, peaceful rallies, and effective implementation of social accountability tools such as public hearings and social audits. Data and evidence produced by SB and/or the government or other sources will also be used in advocacy. Many of the advocacy campaigns will have clear linkages with local radio stations.

Based on the encouraging results from Year 2, YI will provide small grants to LYGs for 700 community development activities (about half of all monthly community development activities) not exceeding NRs. 3,500 (USD 35) each. Similarly, six DYNs will be provided with 24 micro-grants not exceeding NRs. 50,000 (USD 500) each. The micro-grants will cover initiatives that could not be fully addressed through VDC-level community development activities.

Strengthening CMUs

District-level sharing meetings for CMU members will be held in all SB project districts. These meetings will help the CMUs become aware of youth groups' activities in various parts of their districts and enable them to share successes. This will help CMUs play a more proactive role in increasing youth access to local decision making processes.

Linkages with Other SB Components

In Year 3, SB will focus on building linkages between youth and other components of the project in order to encourage collaboration and maximize impact. YI will work with EA's radio

partners to promote youth issues and involvement, reaching out to youth who are not yet part of the local or district networks. Opportunities will be explored for youth groups to listen to radio programs as groups. YI will encourage local youth networks to support CeLRRD's social marketing campaigns so that the reach of CMCs can be enhanced. YI will also explore opportunities to support GNGOs to implement social accountability tools and strengthen the planning and implementation processes of local development projects. Similarly, YI will reach out to youth in WORTH groups to develop mutual agendas and carry out joint actions.

National Youth Service (NYS)

In Year 3, YI will begin a National Youth Service (NYS) program in all six SB districts. This will involve placement of 20 youth volunteers in VDC and DDC offices for everyday support. It is expected that the involvement of youth in local bodies will enhance the bodies' efficiency as well as help further improve the planning and social accountability processes. Each volunteer will serve for a five-month period. YI will also place about 10 youths in businesses for apprenticeships as part of YI's continuing effort to develop entrepreneur skills among youth in SB project areas.

Follow-up Meetings with Entrepreneurship Development Training (EDT) Participants

YI will hold follow-up meetings with the participants who received EDT in Year 2 in order to learn about the nature of their economic activities and the challenges they face. During the meetings, successful youth will be able to share their experiences with those who have not yet been able to find employment or start businesses An entrepreneurship development expert will be recruited to help them reformulate their business plans. [6]

Celebration of International Youth Day

On August 12, YI will celebrate "International Youth Day" to highlight the leadership role youth can play in local development. This event will sensitize local stakeholders to the importance of youth's constructive role in local governance and development. It will also be an opportunity to bring youth networks together. One event will be organized in each SB district.

VDC-level Consultation Meetings with Local Stakeholders

SB will convene consultation meetings with government officials, LGCDP, and other local stakeholders in each of the 48 Phase 2 VDCs to introduce YI's program and promote youth engagement in local planning and community development. Participants will include VDC secretaries, representatives of IPFCs, representatives of Ward Citizen Forums, local political leaders, CMU members, VDC social mobilizers, representatives of the media, and LYG members. YI will reach an estimated 1,440 persons through 48 of these events.

Youth Mapping in Phase 2 VDCs

YI will conduct a youth mapping exercise in Phase 2 VDCs to collect information on the status of existing youth groups and clubs. After mapping the youth groups and assessing the extent of their knowledge of governance structures and processes, YI will be able to determine where groups need to be formed and design interventions to strengthen existing groups. The mapping exercise will also serve as a basis for forming/reforming Community Management Units (CMUs), which play a vital role in providing mentorship and guidance to youth groups and networks. A total of 48 LYGs and 48 CMUs will be formed/ reformed in Phase 2 VDCs.

[6] As of March 31, 2015, 153 of the 400 youth who received EDT were employed or had started businesses.

Life Skills Training

Following the formation of LYGs and drawing on lessons learned in the Phase 1 VDCs, SB will conduct 12 three-day life skills trainings for new LYG members. The trainings will enhance leadership, communication, problem-solving and decision-making skills. The trainees will be acquainted with available opportunities and resources as well as oriented on various social issues they can prioritize and support. Twelve training events will be conducted, each with 25 participants, for a total of 300 participants. The LYGs from Phase I VDCs will receive refresher training.

Media in Development

SB will continue the production and broadcast of radio programs on issues of governance, GBV, and other public concerns, and will utilize its national and local media partners to highlight activities related to other SB components, including community mediation, WORTH, youth in development, and local government planning and implementation.

EA utilizes a variety of platforms to solicit input from listeners and partners. SB partners will continue to participate in Local Content Advisory Group Meetings and Radio-Strategic Advisory Group Meetings, two common platforms utilized by Equal Access to identify and fine-tune program contents. Partners will be encouraged to submit success stories and best practices for incorporation in radio programs. In addition, Equal Access will develop and broadcast Public Services Announcements in support of partner programs, such as PSAs utilized for social marketing of community mediation services. It will also produce and/or distribute PSAs on post-disaster topics such as health and sanitation precautions, safe demolition procedures, and the increased risk of gender-based violence (GBV). The PSAs will be aired in the 14 most affected districts, as well as nationally. EA has introduced SMS and IVR systems to obtain listener feedback for all radio programs. SMS polls are utilized to better understand listeners' views. *MeroReport*, an online blogging site used by citizen journalists, is being promoted through radio programs and will be continued as part of the Youth Utilizing Social Media Workshop. All radio episodes of NN, SSMK and *Sajhedari* are now available online through the EA website, and in Year 3 will be added to the SB Mosaic website. In Year 3, EA will also create an app to make radio programs available through mobile phones.

Central-level Radio Programming

SB will produce 50 new episodes of *Naya Nepal (NN)* and 12 new episodes of *Saathi Sanga Manka Kura* (*SSMK*). The programs will be broadcast through EA's 18 partner FM stations, as well as Radio Nepal. Themes and content for *NN* and *SSMK* will be guided by EA's Content Advisory Group (CAG) and Radio-Strategic Advisory Group (SAG) that captures a broad spectrum of issues including those of youth. Listener feedback will be sought via mobile and online technologies, including SMS polling and the citizen journalism platform *MeroReport*. Guest producers from SB project districts will also participate in program production. EA will continue Audience Broadcast Surveys in Year three to gauge the reach and impact of these programs.

Local-level Radio Programming

SB will support eight partner FM stations in producing *Sajhedari*, a program addressing local issues pertaining to governance, youth, and community development. The programs will be broadcast by all 18 of EA's partner FM stations with a total of 3,888 episodes in Nepali and other local languages. A total of 18 critical listening feedback sessions and monthly meetings of local level CAGs will be organized to provide feedback.

On-air Dialogue Programs

SB will engage elected and appointed officials, along with civil society representatives and community members, in local-level on-air dialogue programs. Six roundtable discussions (one in each project district) will be broadcast by EA's 18 FM partner stations during Year 3.

Community Reporters and Community Action Researchers

In Phase 1 VDCs, SB will maintain its networks of 15 Community Reporters (CR) and 17 Community Action Researchers (CARs). Community reporting and action research are ongoing and important parts of EA's methodology to highlight local issues and voices in radio programs. In Year 3, SB will encourage CRs and CARs to learn more about SB programs through participation in monthly *Sajhedari Chautari* meetings. In addition, it will explore opportunities for other USAID partners to brief CRs and CARs on their programs in SB districts. Beginning in July, similar networks will be formed in Phase 2 VDCs. The CRs and CARs serve as a conduit for reporting that reflects the lives, experiences, and opinions of their communities. The Phase 1 CRs will attend a two-day refresher training program where leadership and radio reporting skills will be covered.

Radio Listener Groups (RLG)

SB will continue to support 50 existing RLGs in Phase 1 VDCs, and will form an additional 75 RLGs in Phase 1 and 2 VDCs. RLGs provide an open forum for young community members to listen to radio content and talk about how the issues presented are relevant to their own lives. SB will establish linkages between RLGs and YI's LYGs to avoid duplication of effort. Each of the RLGs will hold bi-monthly meetings, totaling up to 1,400 meetings over the course of the year. To foster RLG sustainability and encourage participatory action, RLGs will be encouraged to apply for SB micro-grants.

RLG is more about creating platforms to promote discussions on local issues and disseminate information during the project period than it is about long-term institutionalization. Some of the RLGs in SB were established under previous programs and had remained active. This shows that RLGs do not need long-term financial support to sustain themselves.

RLG members will discuss topics presented in radio programs within the context of their daily lives and organize collective actions such as reducing domestic violence. The micro-grant program administered by EA will provide RLGs with modest resources to support the community initiatives (such as campaign or discussion events) they identify. Radio coverage on local planning and development will encourage RLG members to attend WCF and CAC meetings. Through EA staff and its district-based partners, SB will notify RLGs of upcoming meetings and facilitate their attendance.

Media Training

SB will conduct media management and operations training for station managers and producers from all 18 of EA's partner FM stations. It will also conduct six workshops for youth—mainly representatives of RLGs, LYGs, and CMUs—on best practices and ethics regarding the use of social media to promote good governance. The trained youth will be encouraged to write for *www.meroreport.net* where they can post firsthand accounts of their experiences. SB will conduct a five-day capacity-building training for producers and journalists on the use of radio and print media to promote gender sensitivity and combat GBV. In addition, SB will conduct training to build the capacity of indigenous journalists on conflict sensitive and development reporting. This is expected to result in the publication of at least 30 relevant news reports and features in print or electronic media.

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

3.3.1 Result 1: Inclusive community strategic planning processes established

3.3.2 Result 2: Strategic community development plans established

SB addresses Results 1 and 2 concurrently through activities focused on the effective implementation of annual and periodic planning processes mandated by the LSGA. Facilitated by eight district-based NGO partners (G-NGOs), activities promote the

meaningful participation of youth, women, and marginalized groups in VDC planning, with the objective of VDC support for projects prioritized by these communities.

Periodic Village Development Plans (PVDP)

SB will engage VDC officials and community members to prepare and review PVDPs in 42 Phase 1 VDCs, and begin a similar process in 48 Phase 2 VDCs. Although PVDPs are mandated under the Local Self Governance Act, 1999 (LSGA) and provide the long-term perspective for local planning, most VDCs have not yet produced them. In addition to providing technical support for various components of PVDPs, SB will organize at least one meeting in each of 936 wards involving WCF, CAC, and other community members to review and provide feedback on PVDPs. Additionally, SB will develop PVDPs in 62 non-SB VDCs out of a total of 75 (Helvetas will support the other 13 VDCs).

VDC Profiles

VDC profiles provide historical, cultural, geographical, and socio-economic information collected through local consultations, along with inventories of human resources, service facilities, local organizations, and development partners. The profiles are a critical resource for VDCs and other stakeholders in preparing well-informed periodic and annual VDC development plans. SB will continue to support 42 Phase 1 VDCs in preparing their VDC profiles. Most of these profiles are already complete and subject to VDC Council endorsement in January 2015. G-NGOs will provide coordination and technical support in preparing VDC profiles in 48 Phase 2 VDCs beginning in July 2015. These profiles are intended to have a five-year life. Additionally, together with PVDPs, SB will develop 62 VDC Profiles in non-SB VDCs.

Resource Mapping and Management Plans (RMMP)

SB's district-based partners will support VDC officials and community members to formulate RMMPs in all 42 VDCs and at least 14 Phase 2 VDCs. SB will coordinate with MoFALD, LGCDP, and other agencies and programs to utilize existing mapping where available rather than duplicate efforts. A targeted 48 RMMPs will include fundraising and sustainability plans.

Internal Revenue Assessment and Projections (IRAP)

IRAPs depict total internal revenue of VDCs, including block grants, conditional grants, internal revenue generated by VDC taxation, and service charges. The plans also identify the strength of fiscal and human resources, and gaps VDCs may have in technical expertise or infrastructure for service delivery. SB assisted all 42 Phase 1 VDCs in preparing IRAPs, which are subject to endorsement by VDC Councils in January 2015. SB will hire a technical consulting firm in July 2015 to assist in the preparation of IRAPs for the 48 Phase 2 VDCs.

Local Disaster Risk Management Plans (LDRMP)

Most VDCs in SB project areas are highly vulnerable to natural disasters, including floods, landslides, and earthquakes. During Year 3, SB will provide technical support for the preparation of LDRMPs in 13 Phase 2 VDCs: nine in Kanchanpur, two in Kailali, and one each in Bardiya and Surkhet. The LDRMPs will map risk through participatory community vulnerability assumptions, and identify how VDCs can cope with disasters should they occur. These plans are needs-based and it is up to VDCs whether or not to formulate them. In addition, plans for some VDCs are being supported through other programs (such as *Hariyo Ban*), so SB assistance is not required.

Ward Citizen Forums (WCF) and Citizen Awareness Centers (CAC)

Given their important role in implementation, monitoring, and evaluation of development projects, SB will strengthen WCFs and CACs in their ability to perform these roles. During Year 3, SB will assist 522 WCFs in Phase 1 VDCs, and will assist to form 432 new WCFs in Phase 2 VDCs. The WCFs will be supported in formulating GESI strategies and assessed

based on membership by women and other marginalized groups, and the quality of their participation in the local planning process (e.g., number of meetings held, agendas developed and made publicly available, project priorities established through a participatory process, transparency in financial and operational functioning, etc.). Based on this mapping, SB will coordinate with VDCs, DDCs, LGCDP, and other agencies in identifying resources, whether financial, technical, or organizational, to strengthen WCF capacity. SB will provide limited supplies necessary to perform basic duties.

Additional VDC Coverage

SB's target area covers 50 percent of the VDCs in its six project districts. In response to MoFALD's policy of ensuring 100 percent VDC coverage in each district, and in consultation with USAID, SB has designed two activities to provide partial support to the VDCs not currently covered by SB activities. During Year 3, SB will support development of three strategic documents—Periodic Village Development Plans (PVDP) and Village Profiles—in 62 VDCs not currently receiving SB support. In addition, it will provide training on MoFALD accounting and Vital Events Registration System (VERS) software for those VDCs that already have computers. (*See 3.5.1*)

This limited support will assist MoFALD to meet its goals more comprehensively, ensuring that no VDC is "left behind." The Local Self Governance Act, 1999 (Article 195) stipulates that each District Development Committee (DDC) must formulate Periodic District Development Plans (PDDP) as the foundation for long-term planning in the district. However, PDDPs cannot be completed without reference to the Periodic Village Development Plans (PVDPs) of all VDCs in a district. At present, SB only assists in the preparation of PVDPs for 50 percent of VDCs in its project districts, leaving a gap in the documentation required for PDDPs. In addition, the Thirteenth Plan (2013/014-2015/016) emphasizes 100 percent VDC coverage in districts receiving IT-related support from development partners. This provision is not being met in SB districts, where project activities only cover 50 percent of VDCs.

Facilitation of MoFALD's VDC/Municipality-level Post-disaster Planning

MoFALD issued operational guidelines on April 30, 2015 for immediate relief through local bodies in districts highly affected by the earthquake. According to the guidelines, a short-term committee will be formed in each VDC/Municipality consisting of the VDC Secretary, WCF Coordinators, WCF members, and Social Mobilizers of the Local Government and Community Development Project (LGCDP). The mandate of the committees is allocation, mobilization, and monitoring of the disaster relief funds that were announced amounting to NRs. 900,000 (approximately $90,000) per VDC in each Priority 1 district, and NRs. 450,000 (approximately $45,000) in each Priority 2 district. In addition, it is envisioned that VDCs/Municipalities will revise plans for the allocation of block grants obtained through the 14-step local planning process to address post-disaster needs.

Based on its experience in existing districts, and recognizing the capacity limitations of VDCs/Municipalities, SB will provide technical support to facilitate the development of VDC/Municipality post-disaster recovery plans through a participatory planning process. It will then facilitate citizen oversight of relief and reconstruction work through training and support for local Project Monitoring Committees (PMC). Initial post-disaster recovery plans will be developed within the first three months of USAID's approval of this revised workplan. In a meeting on May 4, 2015, MoFALD welcomed SB support in this process, saying this USAID initiative could serve as a model for efforts by development partners in other affected districts.

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

SB will support the capacity of local institutions to identify and advocate for resources, and also provide opportunities for CBOs to manage projects prioritized in VDC plans through micro-grants and sub-contracts awarded by SB. SB's experiences so far indicate that advocacy efforts of the local groups must be strengthened at the settlement level so that projects planned by the most excluded groups are included in the planning process. Social Mobilizers will be trained in advocacy planning and action so that they can engage excluded groups through WORTH and youth groups/networks to influence planning. The analytical information available to local groups through SB's public expenditure tracking (PETS) initiative and M&E data will enable excluded groups to be more assertive in accessing local resources.

Resource Mobilization Committees (RMC)

As an element of the resource mapping exercise conducted by G-NGOs, local resource mobilization committees (RMCs) will be established in all 115 Phase 1 and 2 VDCs. The RMCs will consist of Integrated Planning Formulation Committee (IPFC) members, along with representatives of SB's G-NGOs. Their focus will be on sustainable resource mobilization, identifying what resources exist and which pools of funds can be targeted for particular activities. RMCs will continue this work over the long-term, helping communities to continue to seek and advocate for funding for local initiatives after the life of the SB project. By the end of Year 3, at least 25 percent of RMCs in Phase 2 VDCs will develop sustainable resource mobilization plans. The local governance perception survey will assess the effectiveness and impact of the RMC.

Ward-level Resource Outreach Plans

SB will also assist WCFs in developing ward-level resource outreach plans, which will focus on resources available at the ward level and will be linked to VDC-level outreach plans. By the end of Year 3, at least 25 percent of wards under Phase 2 VDCs will have prepared Resource Outreach Plans.

Micro-grants/sub-contracts for Community Development

SB has finalized guidelines for micro-grants and sub-contracts to be provided through a community contracting mechanism in support of development initiatives prioritized in VDC plans. These include small-scale infrastructure projects such as construction of culverts, market sheds, or latrines, along with social initiatives such as health campaigns or educational programs. SB received 131 micro-grant requests during Year 2, which were duly approved by VDC councils in the project areas. In Year 3, SB plans to award 70 projects in Phase 1 and 2 VDCs.

Rapid roll-out of Locally-managed Small-scale Infrastructure Projects in Earthquake-affected Districts

SB will utilize its existing systems and procedures to rapidly roll out locally-managed small-scale infrastructure projects in targeted VDCs. Community structures are essential to resilience, and when social capital is built during the process, communities become stronger. SB will provide community facilitation and technical oversight for the planning, management, and monitoring of 2-3 small-scale infrastructure projects in each targeted VDC/Municipality. These may include road and trail repairs, culverts, irrigation canals, latrines, water system repairs, or the repair of schools, health posts, or other community buildings. SB will ensure that "build back better" principles are followed so that new small-scale infrastructure projects are built according to best practices for earthquake prone geographies.

The projects will be implemented according to government guidelines utilizing a community contracting mechanism that includes Implementing Partner Committees (IPCs), which are

each composed of 50% women. The projects are monitored by Project Monitoring Committees (PMCs), which are composed of members from the Ward Citizen Forums (WCF), Citizen Awareness Centers (CAC), and Village Development Committees (VDCs). SB will facilitate the planning and public oversight of the projects, including public audits required by MoFALD guidelines, through its staff and district-based NGOs, with technical back-up provided by a consultant engineering firm. SB involvement ensures community engagement and quality control that would not likely occur with fund transfers directly to VDCs.

VDC Women's Forum

Bringing together all VDC women's officials, SB will convene six district-level VDC Women's Forums in Year 3. With basic orientation and support, the Women's Forums will collaborate and advocate for women-sensitive projects and decision-making. The forums will also assist in developing WCF GESI strategies.

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

3.4.1 Result 1: Mechanisms for transparent administration of funds institutionalized

SB will provide technical assistance, resources, and training to build the capacity of local institutions for ensuring the transparent administration of funds.

Sajhedari Chautari Meetings

SB will convene 270 VDC-level *Sajhedari Chautari* meetings during Year 3 to present ongoing work to local community members for discussion, analysis, and feedback. Participants in the meetings will include representatives of WCFs, CACs, IPFCs, LYGs, RLGs, WORTH groups, and political parties along with VDC secretaries, VDC staff, and SMs. The meetings will promote transparency as well as ensure that project activities are implemented in accordance with minimum program quality standards. SB will conduct a rapid assessment in Year 3 to assess the usefulness and impact of *Sajhedari Chautari* meetings, and accordingly will formulate a strategy to strengthen them. SB will also explore opportunities to link them with the social audit and public hearing processes.

PMC Training on Micro-grant/Sub-contract Management

The micro-grants/sub-contracts that SB awards during Year 3 will be implemented through a community contracting model that involves Project Monitoring Committees (PMC) in selecting projects, evaluating bids, and project supervision. At least 700 PMC members will be trained on micro-grant/sub-contract management and fiscal skills, including anti-corruption measures. The process will help to institutionalize community capacity for transparent and effective project management in the future. This will promote community demand for inclusively-formed committees to oversee VDC-sanctioned projects in the future.

Public Hearings and Social Audits

To scrutinize the performance of VDCs in a participatory way, SB will facilitate 88 public hearings with 3,520 participants in Phase 1 and 2 VDCs. Based on Citizen Report Cards and Exit Poll Surveys, the hearings will be conducted according to MoFALD guidelines, providing participants the opportunity to advocate for the realization of legal provisions made in various government policies and guidelines, such as the Resource Mobilization and Management Guideline of 2013 that mandates 35 percent of VDC budgets be directed towards women, children, and disadvantaged groups. SB support for public hearings will assist in the long-term institutionalization of the practice by building capacity to conduct them and raising citizen demand for continuation of this government-sanctioned process.

Similarly, SB will support issue-based social audits to assess the performance of VDCs in at least 25 percent of Phase 1 and 2 VDCs. The issues will be decided at the VDC-level and may range from management of infrastructure projects to social security and women-focused initiatives. SB will issue an RFP for a contractor to assess the effectiveness and regularity of social audits and public hearings at present, and also to look at ways the positive features of the participatory Local Governance Barometer (LGB) that SB piloted during Year 2 can be built into the social audit process. During Year 3, SB will support at least 100 social audits incorporating recommendations from the study.

Citizen Charters

In consultation with VDC secretaries, SB will assist 48 Phase 2 VDCs to prepare citizen charters in accordance with MoFALD guidelines. The charters promote transparency in service delivery and administration of funds by itemizing the services provided by VDCs and published fees. Large citizen charter billboards will be installed in entrance areas of VDC offices to provide service seekers with necessary information and protect them from procedural harassment. The effectiveness of Citizen Charters from a user perspective will be assessed through SB's bi-annual perception surveys.

Video on the 14-step Planning Process

SB will engage a consultant to produce a video to document the 14-step planning process, explaining its legal provisions and benefits. The video, sub-titled in English, will be produced in Nepali and two local languages widely spoken in SB districts. The video will be distributed to NGO partners and other stakeholders for use in orientating citizens on the process and motivating them to participate. SB will explore the possibility of broadcasting the documentary through websites and TV channels. The script will be submitted to USAID in advance for review/approval in July 2015.

3.4.2 Result 2: Inclusive management systems adopted

During Year 3, SB will continue to apply a Gender Equality and Social Inclusion (GESI) lens to its partner organizations as well as the local bodies it assists, promoting and helping to institutionalize GESI norms.

GESI Review and Charters

In December-February, under the direction of a new GESI Manager, SB will conduct a GESI review of its partners and programs resulting in recommendations for strengthening GESI throughout their systems. SB will continue to work with CBOs in establishing and implementing GESI Charters. The charters are developed with the participation of community members to ensure local ownership, and focus on standards requiring women, youth, and marginalized group participation in local planning processes and decision-making, as well as follow-on implementation of community projects.

Governance Organizational Capacity Assessment (GOCA) Training

Drawing on the OCA exercise conducted in Year 2, SB will conduct a follow-up participatory GOCA training workshop in March 2015 to build the capacity of G-NGO and WORTH NGO partners on transparency, accountability, and inclusion mechanisms. Partners will also take stock of earlier 100-days plans that came out of the OCA exercise conducted in Year 2. As part of GOCA, the NGOs will develop new action plans leading to organizational governance reform. SB will use the same methodology with 18 partner FM stations in the targeted districts.

3.4.3 Result 3: Systems for sustainability established

SB achieves sustainable systems through investing in local skills and ownership. This result cuts across all program activities. Examples include:

Skill Transfers to Sustain WORTH Groups

Based on Pact's experience working with WORTH groups, it takes two years for the package of skill building to be transferred to full self-management by new groups. The timeframe is faster when working with pre-existing women's groups as SB has done in most VDCs. Pact has experienced up to 60 percent sustainability of women's economic groups when conducting longitudinal studies six years after program completion.[7] Pact expects this to be replicated in SB, resulting in sustainable income generation and financial service opportunities for women. In addition to fund management, the WORTH methodology will also increase the advocacy capacity of these groups to link with local government to address community needs.

VDC Support for Community Mediation Centers (CMC)

SB facilitates coordination between VDCs and CMCs, which often are housed in VDC premises. During Year 2, 19 VDCs allocated budget funds to support operating expenses of newly established CMCs. SB will advocate for additional support in Year 3 as SB hands over operation of Phase 1 VDCs to local communities.

Micro-project Maintenance

There are countless community development projects that succeed in project delivery but fail in project maintenance, because the project demands continued inputs beyond the implementation period. SB micro-grant/sub-contract projects supported in Year 3 will, according to SB guidelines, require PMCs to include a sustainability plan as part of their proposals.

Public Expenditure Tracking System (PETS)

SB will transfer budget tracking skills developed through PETS (see Objective D) to community-based groups and NGOs and establish linkages with social audits and public hearings that will be sustained through citizen expectations, capacity, and practice over time.

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

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

SB will 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.

Technical Assistance to VDCs

In Year 2, SB collaborated with MoFALD to provide in-kind support to improve public financial management by VDCs and the administration of vital event registration and social security systems. SB provided desktop computers, printers, and solar panels for electrical backup to 53 Phase 1 VDCs in its project districts. With this equipment, and following training planned in Year 3, VDCs will be in a position to utilize accountancy software developed by MoFALD, and to update vital household-level information in VDC databases. The accounting software training will be organized in coordination with MoFALD's Finance Administration Section after the completion of Master Training of Trainers at the national level. Subject to further discussions with USAID and approval, SB will provide equipment and training to personnel from the remaining 50 percent of VDCs not covered by SB's Phase 1 or 2 activities. This will ensure 100 percent VDC coverage as per MoFALD policy.

Technical Assistance to DDCs

SB's work with VDCs will be bolstered by activities at the district level. SB plans to strengthen District Information and Documentation Centers (DIDC), which serve as

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

repositories for planning-related information, through modest equipment and training support. In addition, SB will support six district-level training workshops on Results-based Annual Planning and Monitoring of Local Bodies, linked to periodic plans. Having supported PDDP in Banke, Kailali, and Surkhet, in Year 3 SB will ensure the reports are printed and publicly reviewed and available.

Additional VDC Coverage

In response to MoFALD's policy of ensuring 100 percent VDC coverage in each district, and in consultation with USAID, SB will provide training on MoFALD accounting and Vital Events Registration System (VERS) software for 42 VDCs in its project districts that are not currently covered by SB and already have computers. This training will be combined with SB's existing Phase 1 and Phase 2 VDCs providing economies of scale and thereby reducing the total cost. (*See 3.3.1*)

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

Collaboration between local governments and CBOs/CSOs will be strengthened through a wide range of activities belonging to the 14-step planning process, as well as through joint monitoring visits, the revival of VDC monitoring committees, social audits, bi-monthly meetings at CACs and WCFs, micro grants, and VDC- and district-level consultation meetings. SB will engage VDCs, LNGOs, and local groups to ensure these mechanisms continue.

By engaging in the 14-step planning process, SB leaves behind capacity, experience, and higher citizen expectations. The transition is more cultural than institutional. Although the institution already exists through the 14-step process, communities must own the process to strengthen it.

Integrated Mobile Service Camps (IMSC)

SB will provide technical facilitation for 12 integrated mobile service camps in current districts at locations outlined in VDC plans. Organized by District Administration Offices (DAO), these camps are coordinated by line agencies—e.g., veterinary, agriculture, health—providing them the opportunity to better reach under-served populations.

In addition, SB will coordinate IMSCs in earthquake affected districts. Delivery of basic services has been severely affected in these districts. Based on its successful model in current districts, SB will facilitate IMSCs to bring representatives of government service providers together in central locations to provide multiple services to large numbers of local citizens. Coordinated by SB staff and local NGO partners, representatives of VDC offices, District Administration Offices, District Public Health Offices, District Education Offices, Women and Children Offices, District Agriculture Development Offices, District Livestock Service Offices, and Drinking Water Supply Sanitation Offices will participate. In addition to regular services such as birth and death certificates, the camps will focus on services most needed in a post-disaster environment, such as upgrading of vital data (damage to property, assets, livestock, and lives), disability cards, basic medical services, farm and livestock related services, and landslide-related information services. The Integrated Mobile Service Camps will be announced in advance through local radio stations and Social Mobilizers. Each camp will cover 1-2 VDCs and last 1-2 days, depending on needs.

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

SB will work with more than 1,400 local government stakeholders (VDC secretaries, political leaders, and members of IPFCs, WCFs, and CACs) to improve inclusive planning and implementation of VDC plans and budgets.

Public Expenditure Tracking Systems (PETS)

During Year 3, SB will establish Public Expenditure Tracking Systems (PETS[8]) 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 districts. As an innovation, SB will combine PETS with political economy analysis (PEA) to not only map fund flows, but analyze the decision points and economic/political incentives that determine whether funds flow downward or not, and identify areas for future policy advocacy/reform. By the end of Year 3, it is anticipated that at least 70 percent of supported CBOs and CSOs will periodically track their VDC budget allocations. SB will hold consultation meetings with local and national government bodies to influence policy (implementation) based on the findings or identified blockages. The RFP will be announced in February 2015.

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 will facilitate *Ilaka*-level planning workshops, ensuring transparency and broad citizen participation. VDCs will be required to submit their plans prior to the meetings, and G-NGOs will ensure that youth, women, and marginalized groups are represented.

Central Government Consultations

During the second quarter of Year 3, 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 (based on the findings from PETS), especially to ensure that central-government fiscal commitments reach SB communities. In August, SB will be in position to share data and information as well as hold consultations with central government to influence policies especially in the areas of budget, CMC, and planning processes.

[8] 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.

4.0 SUBMISSION OF WORK PLANS & REPORTS TO USAID

4.1 WORK PLANS AND REPORTS CALENDER

Annual Work Plans

Report	Contract	Coverage	Original Due Date	Amended Due Date (Mod 3)
Annual Work Plan (Year 3)	C.7(C), C.9(A),(B)	December 1, 2014 - November 30, 2015	January 1, 2015	November 30, 2014
Annual Work Plan (Year 4)	C.7(C), C.9(A),(B)	December 1, 2015 - November 30, 2016	January 1, 2016	November 30, 2015
Annual Work Plan (Year 5)	C.7(C), C.9(A),(B)	December 1, 2016 - Award Expiration	January 1, 2017	November 30, 2016

Quarterly and Annual Reports

Report	Contract	Coverage	Due Date
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	30 Days After Award Expiration

4.2 ANTICIPATED CRITICAL SUPPORT NEEDED FROM USAID

SB anticipates requiring the following support from USAID during Year 3:

1. Review and approval of SB's Year 3 Work Plan during December 2014
2. Extension of SB's Year 2 Work Plan so ongoing activities may continue without interruption from December 1, 2014 until the Year 3 Work Plan is approved
3. Review and approval of SB's revised PMP in February 2015
4. Timely review and approval of LTTA and STTA
5. Timely review and approval of GUCs and sub-contracts
6. Timely review and approval of deliverables, including survey methodologies and reports
7. Equipment approvals (*see 5.2, Procurement Plan, p. 24*)
8. Facilitation of long-term, non-tourist visas for expatriate staff
9. Advance notice of dates and support required for the mid-term evaluation
10. Liaison with MoFALD and other line agencies regarding SB activities
11. Facilitation of timely approvals for activities, procurements, and GUCs required for expansion into earthquake-affected districts.

5.0 FINANCIAL PLAN

5.1 Major Category Expenditures

Table 3: Year 3 Financial Projections[9]

Item	Q1 FY2015 (Oct-Dec 2014)	Q2 FY2015 (Jan-Mar 2015)	Q3 2015 (Apr-Jun 2015)	Q4 2015 (Jul-Sep 2015)	Total FY 15
Personnel	156,479	161,237	158,858	156,479	633,052
Fringe Benefits	64,126	65,649	64,888	64,126	258,789
Consultants	48,350	46,200	17,950	26,500	139,000
Travel	57,390	55,668	46,966	53,896	213,920
Allowances	18,987	19,887	18,537	21,937	79,347
Equipment & Supplies	20,915	11,675	10,075	10,075	52,740
Contractual	803,687	1,005,189	1,041,609	1,101,921	3,952,405
Other Direct Costs	87,023	85,540	120,466	69,974	363,002
Indirect Costs	172,192	179,035	178,238	170,523	699,987
Fixed Fee	43,072	49,127	49,956	50,494	192,650
TOTAL	**1,472,220**	**1,679,206**	**1,707,542**	**1,725,924**	**6,584,892**

5.2 Procurement Plan[10]

Major Planned Purchases	FY2015
Accounting Software (Serenic)	12,000
Kathmandu Contact Office (generator, solar, inverter, photocopier, AC/heaters)	15,000
Other equipment and supplies	10,000
TOTAL	**37,000**

[9] The financial projections are based on the fiscal year (FY15) and are subject to revision based on actual expenditures and activities throughout the year and explained in conjunction with contractual reporting requirements.
[10] Equipment purchases will be submitted to USAID for review/approval as per contractual requirements.

5.3 Planned LOE Utilization for Year 3

Long Term Technical Assistance - Key Personnel	LOE Projection for Y3	Total Approved LOE
Chief of Party (Nick Langton)	260	**1,230**
Deputy Chief of Party (Basanta Pokharel)	260	**1,268**
Director of G&C (Kumar Kafle)	260	**1,014**
Senior Field Director (Mahesh Nepal)	260	**1,200**
Senior Regional Program Manager (Shyam Mandal)	260	**1,175**
Total LTTA - Key Personnel	**1,300**	**5,886**
Other Long Term Professional and Support Staff		
Operations Manager (Howard Weston)	260	**937**
Director of Finance (TBD)	260	**1,276**
Senior PBMS Manager (Amleshwar Singh)	260	**1,184**
WORTH Manager (Reena Chaudhary)	260	**934**
Governance Manager (Ram Dahal)	260	**1,142**
Conflict Mitigation Manager (Geeta Pradhan)	260	**1,173**
Governance Manager (Ram Yadav)	260	**1,163**
GESI Manager (Srijana Chettri)	220	**520**
Monitoring and Evaluation Manager (Sudan Shivakoti)	260	**1,159**
G&C Manager (Suresh Sarki)	260	**1,184**
GIS Officer (Nim Thapa)	260	**629**
G&C Support Officer (TBD)	260	**1,114**
G&C Support Officer (Birendra Chaudhary)	260	**1,018**
M&E Associate (Radikha K.C.)	260	**780**
Program Delivery Pool (Ben L., Sarah K., Kipp E., etc.)	0	**185**
Program Advancement Pool (Matt R., Marc C., etc.)	0	**26**
Deputy Director - MERL (Joris Vandelanotte)	0	**62**
Total LOE for other long-term professional support staff	**3,600**	**14,486**
Short Term Technical Assistance		
Intl Consultant - ADR & Conflict Mitigation Assessment (Laura McGrew)		**29**
Intl Consultant - Strategy for Gender, Social Inclusion (Charla Britt)		**47**
Intl Consultant - Women Economic Group Package (Erica Tubbs)		**30**
Intl Consultant - Local Governance Barometer (Marc Cassidy)		**19**

Intl Consultant - Community Contracting (Sarah Wood)		**53**
Intl Consultant - Program Startup Specialist (Kipp Efinger)		**24**
Intl Consultant - Baseline Survey (Kerry Bruce)		**2**
Intl Consultant - Various (Chris Hennemeyer/TBD)	100	**455**
Intl Consultant - Human Resources Manager (Carol Bartl)		**23**
Intl Consultant - Global Finance Manager, Asia/Eurasia (Lim Eang Kim)		**51**
Intl Consultant - Capacity Building (Jacqueline Ndirangu)		**15**
Intl Consultant - Assessment of Out of School Youth (TBD)		**0**
Intl Consultant - Inclusive Community Planning (TBD)		**0**
Intl Consultant - Project Manager - Serenic Navigator (TBD)	31	**31**
Intl Consultant - Serenic Navigator - Implementation (TBD)	14	**14**
Intl Consultant - G&C (TBD)	30	**130**
Local Consultant - IT and Network Installation (Kedar Kilanbu)		**6**
Local Consultant - TBD	200	**798**
Total LOE for Short Term Technical Assistance	**375**	**1,727**
TOTAL LOE	**5,275**	**22,100**

Annex 1: Year 3 Work Plan Matrix

Activity	Dec-14				Jan-15				Feb-15				Mar-15				Apr-15				May-15				Jun-15				Jul-15				Aug-15				Sep-15				Oct-15				Nov-15				Lead
Monitoring and Evaluation																																																	
Conduct RDQA monitoring			■				■				■				■				■				■				■				■				■				■				■				■		Pact
Review CDCS and adjust PMP indicators	■	■	■	■	■	■	■	■																																									Pact
Orient LNGOs on PBMS						■																																											Pact
Train LNGOs on result-based monitoring and evaluation				■	■				■	■																																							Pact
Convene quarterly progress review and planning workshops										■											■												■																Pact
Conduct thematic outcome assessments					■	■	■	■									■	■	■	■									■	■	■	■									■	■	■	■					Pact
Convene OPI review and reflection meetings							■																								■																		Pact
Assess/orient SB and partners on knowledge management							■	■	■																																								Pact
Orient LNGOs on participatory monitoring (MEAL)																■																																	Pact
Conduct joint monitoring visits with project stakeholders															■																								■										Pact
Document case studies/success stories													■	■	■	■																																	Pact
Conduct GIS mapping	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Pact
Announce RFA for biannual perception surveys						■																																											Pact
Conduct bi-annual perception survey															■	■	■	■	■	■															■	■	■	■	■	■									Pact
Submit quarterly report						■												■												■																			Pact
Submit annual report																																												■					Pact
Objective A: Enabling environment for community development established																																																	

Conduct SMS-based conflict-sensitivity mapping and reporting		Pact/ CeLRRd
Conduct quarterly conflict assessments		Saferworld
Alternative Dispute Resolution (ADR)		
Phase 1 VDCs		
Operate CMCs		CeLRRd
Recruit and train new CMs (vacant positions)		CeLRRd
Convene VDC-level monthly and quarterly CM meetings		CeLRRd
Organize regional review and reflection workshop		CeLRRd
Conduct group mediation training for CMs		CeLRRd
Print basic mediation manual		CeLRRd
Orient selected traditional dispute resolution practitioners		CeLRRd
Conduct CMC assessment and handover CMCs to VDCs		CeLRRd
Phase 2 VDCs		
Consult district- and VDC-level stakeholders meetings		CeLRRd
Select and train new CMs based on GESI guidelines		CeLRRd
Establish new CMCs		CeLRRd
Initiate social marketing (billboards, school-based campaigns, etc.)		CeLRRd
Operate new CMCs		CeLRRd
Convene quarterly VDC-level practice sharing meetings		CeLRRd
Develop GBV protocols for CMCs		TAF
Develop curriculum for		TAF

GBV case management																																																		
Organize ToT on GBV case mediation																																																		TAF
Train CMs on GBV case mediation																																																		TAF
Monitor GBV cases/sharing workshops																																																		TAF
RFA for mediation/judiciary assessment																																																		Pact
Assess community mediation/judiciary																																																		Pact
Women's Economic Groups (WORTH)																																																		
Phase 1 VDCs																																																		
Conduct GESI refresher training for NGOs																																																		Pact
Conduct Management Committee refresher for NGOs																																																		Pact
Conduct life-skills and social mobilization training for NGOs																																																		Pact
Conduct Management Committee training for EWs and groups																																																		Pact
Orient EWs on 14-step planning process																																																		WORTH-NGOs
Conduct 15 skill-building training packages for groups																																																		WORTH-NGOs
Conduct weekly literacy classes																																																		WORTH-NGOs
Conduct training for groups on networking and sustainability																																																		WORTH-NGOs
Mobilize interns to mentor women's groups																																																		WORTH-NGOs
Conduct periodic mobile workshops																																																		WORTH-NGOs
Coordinate International Women's Day activities																																																		WORTH-NGOs
Conduct quarterly stakeholder consultations																																																		WORTH-NGOs

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LYGs																																																
Prepare and conduct LYG governance and accountability training																																																YI
Conduct Dialogue Series (include youth policy dialogue)																																																YI
Prepare and conduct advocacy training for LYGs																																																YI
Conduct Advocacy and Community Development Activities																																																YI
Strengthening CMUs																																																YI
Linkages with other SB components																																																YI
Initiate National Youth Service																																																YI
Follow up with EDT participants																																																YI
Celebrate International Youth Day																																																YI
Phase 2 VDCs																																																
Organize VDC-level consultations																																																YI
Conduct Youth Mapping																																																YI
Conduct life skills training																																																YI
Conduct governance and accountability training for LYG																																																YI
Conduct Dialogue Series																																																YI
Conduct advocacy and Community Development Activities																																																YI
Strengthen CMUs																																																YI
Conduct linkage activities with other SB components																																																YI

Initiate National Youth Service		YI
Media in Development		
Phase 1 VDCs		
Produce central level radio programs - *Naya Nepal* and *SSMK*		EA
Broadcast *NN* and *SSMK*		EA
Convene CAG and SAG meetings for *NN* and *SSMK*		EA
Produce local level radio program - *Sajhedari*		EA
Broadcast local level radio program - *Sajhedari*		EA
Convene Local Level Content Advisory Group meetings - *Sajhedari*		EA
Produce and broadcast PSA		EA
Convene stakeholder workshops (VDC level)		EA
Initiate Community Reporter (CA) activities		EA
Initiate Community Action Researcher (CAR) activities		EA
Convene Radio Listener Group (RLG) meetings		EA
Conduct RLG facilitators' training		EA
Conduct Broadcast Audience Survey		EA
Conduct SMS polls		EA
Build capacity of FM stations on governance		EA
Select RLGs for micro-grants and award		EA
Phase 2 VDCs		
Convene FM partners' meeting on Phase 2 program		EA
Form and provide training		EA

to RLGs		
Train FM partners' on governance		EA
Train DDC/VDC officials on "Media as a Tool for Development"		EA
Convene Critical Listening Feedback Session		EA
Conduct youth utilizing social media for development workshops		EA
Broadcast roundtable discussions		EA
Conduct Behavior Change Communication (BCC) workshop for FM stations		EA
Objective B: Communities Access Resources for Development		
Phase 1 VDCs		
Continue PVDP support		G-NGOs
Activate and support Resource Mobilization Committees (RMC)		G-NGOs
Revive VDC Monitoring Committees (quarterly meetings)		G-NGOs
Provide technical support for VDC profile and annual plans		G-NGOs
Provide technical support to WCFs and CACs		G-NGOs
Support District Transport Management Plans		G-NGOs
Facilitate bi-monthly WCF and CAC meetings		G-NGOs
Formulate and review GESI strategy for WCF		G-NGOs
Conduct inter-district exposure visits for WCF and CAC members		G-NGOs
Disburse micro-grants/sub-contracts for community initiatives		Pact/ G-NGOs
Mobilize Interns in		G-NGOs

governance NGOs		
Conduct vocational training as per VDC priorities		G-NGOs
Phase 2 VDCs		
Convene district- and VDC-level consultation meetings		G-NGOs
Orient SMs on resource mapping		G-NGOs
Orient SMs on PVDP		Pact
Orient SFs on PVDP		Pact
Activate and strengthen RMCs		G-NGOs
Support VDC profile preparation		G-NGOs
Support VDC resource mapping and management plans		G-NGOs
Support VDC revenue assessment and projection		G-NGOs
Revive VDC Monitoring Committee (quarterly meetings)		G-NGOs
Orient WCFs on role in CACs		G-NGOs
Orient IPFCs on planning/resource mobilization/MCPM		G-NGOs
Orient WCFs and CACs on PVDP		G-NGOs
Convene focus group orientation on PVDP (women, youth, etc.)		G-NGOs
Provide technical support for VDC periodic plans		G-NGOs
Provide technical support to WCFs and CACs		G-NGOs
Support WCFs to formulate GESI strategies		G-NGOs
Orient enumerators for LDRMP		G-NGOs
Support Ward-level resource outreach plans		G-NGOs

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Produce video on 14-step planning process																																																Pact
Conduct refresher ToT on social accountability tools																																																Pact
Phase 2 VDCs																																																
Post Citizen Charters																																																G-NGOs
Conduct Sajhedari Chautari meetings																																																G-NGOs
Train WCFs, CACs, other stakeholders on social accountability tools																																																G-NGOs
Conduct GOCA training for transparency, accountability, and inclusions																																																G-NGOs
Conduct PMC training on micro-grant management																																																G-NGOs
Objective D: Existing and new Local Government Units Function Effectively																																																
Develop and announce RFA for PETS/PEA																																																Pact
Consultations with MoFALD on Public Hearing and Social Audits																																																Pact
Conduct computer training on MoFALD software for VDCs																																																Pact
Provide technical support for PDDP																																																Pact
RFP for technical assistance to develop and test enhanced models of public hearing and social audits																																																Pact
Development and testing of enhanced models																																																Pact/GNGOs
Provide equipment and training to DIDCs																																																Pact
Implement PETS/PEA																																																Pact
Conduct Ilaka-level planning (strategy preparation and campaigning)																																																G-NGOs
Conduct mobile service camps																																																G-NGOs

Provide technical and material support to VDCs, WCFs and CACs																																																G-NGOs
Convene citizen forums on constitutional issues																																																G-NGOs
Mobilize interns in G-NGOs																																																Pact/ G-NGOs
Provide technical assistance to ministries and state actors																																																Pact
Additional VDCs																																																
Conduct VERS training for VDCs																																																Pact
Conduct accounting software training for VDCs																																																Pact
New Districts																																																
Conduct mobile service camps																																																G-NGOs
Other Activities																																																
Manage and monitor partner grant/subcontract																																																Pact
Conduct annual GESI audit																																																Pact
Convene SB partner coordination meetings (bi-monthly)																																																Pact
Hold coordination meetings with USAID partners (quarterly)																																																Pact
Conduct joint quarterly monitoring visits																																																Pact/ G-NGOs
Establish SB partner intranet																																																Pact
Conduct bi-annual multi-stakeholder presentation																																																Pact
Announce RFA for Phase 2 LNGOs																																																Pact
Award Phase 2 LNGOs																																																Pact
Convene mid-year Partners' Meeting																																																Pact
Convene Annual Partners' Meeting																																																Pact
New district start-up																																																Pact

Annex 2: Indicator Sheet

Indicator	Type	Source/Method	Disaggregation	Geo-enabled	Responsible	Frequency	Baseline	Actual Yr. 2	Target Yr. 3
Goal: Targeted communities are empowered to better direct their own local development									
Proportion of VDC projects budgeted in the previous planning cycle that were in the top 5 priorities list of community forums (WCFs)	Impact	Baseline, mid-term, and endline surveys	District/VDC	No	G-NGOs/Pact	Baseline, mid-term, endline	44.4%	55.8 %	65%
Proportion of budgeted VDC projects that were fully implemented/finalized within the previous planning cycle	Impact	Baseline, mid-term and endline surveys	District/VDC	Yes	G-NGOs/Pact	Baseline, mid-term, endline	--	97.2 %	98%
Objective A: Enabling environment for community development established									
IR A1: Early responses that address the causes and consequences of instability are institutionalized									
Proportion of households that have witnessed the use of violence to resolve conflict in their community in the past year	Outcome	Baseline, mid-term, and endline surveys	District	Yes	Pact	Baseline, mid-term, endline	18%	22.2 %	15%
F: # of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance	Process	# of systems in place and # of conflict assessments completed		Yes	Pact/ Saferworld	Quarterly	--	5	5
Proportion of project VDCs that provide a budget in the current financial year that covers the operating costs of the CMC (rental, stipend of mediator, other office costs, transport)	Outcome	Baseline, mid-term, and endline surveys	District	Yes	PACT/CeLLRd	Baseline, mid-term, endline	--	32.4 %	40%
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	Quarterly	--	80%	80%

F: # of new groups or initiatives created through USG funding dedicated to resolving conflict or the drivers of the conflict	Output	# of new community mediation centers established, CeLLRd reports	VDC, District	No	CeLRRd	Quarterly	--	50	57
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	57
# 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	Quarterly	--	3,520	4,000
IR A2: Enduring solutions to the problems that drive conflict are adopted									
F: # 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 LNGOs	District/VDCs, type of events, type of participants	No	PACT	Quarterly	--	--	75
Proportion of LNGOs that have an improved Organizational Performance Index (OPI) score	Outcome	OPI tool	n/a	No	PACT	Yearly	--	51%	85%
# 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	Pact/LNGOs	Quarterly	--	30[11]	6,000
# of youth that have started a business or found a job through YI activities	Outcome	Youth Initiative reports	District	No	Youth Initiative	Yearly	--	110	TBD
# of youth groups and CMUs that have been established/revived/operational in the reporting period	Output	Youth Initiative reports	District	No	Youth Initiative	Yearly	--	127	TBD
# of people trained through different YI training programs	Output	Youth Initiative reports	VDC, District, gender, ethnicity, type of training age group	No	Youth Initiative	Quarterly	--	3,750	TBD

[11] ToT to Worth EWs. Year 3 target includes group members.

Proportion of VDCs that have youth groups/CMUs that participate in the VDC planning process	Outcome	VDC meeting reports/files	District	Yes	Youth Initiative	Yearly	--	80%	TBD
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	--	80%	90%
F: # 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	Quarterly	--	1,204	1,500
F: # of non-state news outlets assisted by USG	Output	EA reports	District/type of FM stations	Yes	Equal Access	Quarterly	--	16	16
# of new listener clubs established	Output	EA reports	District	Yes	Equal Access	Quarterly	--	47	75
Proportion of supported economic groups that provide more than 5 loans per year to their members	Outcome	WORTH-NGO reports	District	Yes	WORTH-NGOs/Pact	Yearly	--	84%	50%[12]
# of new/existing women's economic groups formed during the reporting period	Output	WORTH-NGO reports	District	Yes	WORTH-NGOs/Pact	Quarterly	--	127	250
# of economic group participants that received training on business and accounting	Output	WORTH-NGO reports	VDC, District, gender, ethnicity, type of training, age category	No	WORTH-NGOs/Pact	Quarterly	--	437	1,250
Objective B: Communities access resources for development									
IR B1: Inclusive community strategic planning processes are established									
Proportion of community leaders and local government officials with a good understanding of inclusive participatory planning, including "Do No Harm" and "Safe Effective Development in Conflict" principles	Outcome	Questionnaire on a sample of community leaders and local government officials as part of baseline/mid-term/endline surveys	District, gender, age category, ethnicity	No	Pact/External Evaluator	Baseline, mid-term, endline	--	--	10%
Proportion of Ward Citizen Forums (WCFs) with GESI strategies in place	Outcome	Baseline, mid-term, and endline surveys	District/VDC	Yes	G-NGOs/Pact	Yearly	53%	94.5%	70%[13]

[12] Year 3 target lower than Year 2 achievement due to addition of new Phase 2 WORTH groups late in Year 3.
[13] Year 3 target lower than Year 2 achievement due to addition of new Phase 2 VDCs late in Year 3.

# of local key stakeholders (community leaders, local government officials), trained in inclusive participatory planning	Output	Training records	District, VDC, gender, type of training	No	G-NGOs/Pact	Quarterly	--	1,987	2,000
IR B2: Community development plans are established									
Proportion of WCF members who indicate that they can provide meaningful input to the VDC plans	Outcome	Questionnaire on a sample of community leaders and local government officials as part of baseline/mid-term/endline surveys	District, gender, age category, ethnicity	No	Pact/External Evaluator	Baseline, mid-term, endline	29%	14.6%[14]	40%
Proportion of VDC plans with a functional sustainability plan that adheres to locally agreed standards	Outcome	Review of VDC plans	District	Yes	G-NGOs/Pact	Yearly	81%	100%	100%
# of WCF meetings that review the VDC plan to ensure equitable distribution of local resources	Output	Meeting reports	VDC, District	No	G-NGOs/Pact	Quarterly	--	0[15]	57
F: # of awards made directly to local organizations (cross-cutting indicators)	Output	Progress reports	Type of award/ District/NGO		G-NGOs/Pact	Quarterly	0	15	85[16]
IR B3: Community based organizations advocate for needed resources for financial, technical and commodity support									
Proportion of VDC plans that include a fundraising plan	Outcome	Review of VDC plans	District	Yes	G-NGOs/Pact	Yearly	53%	--	65%
# of micro grants provided for community development	Output	Review of grants reports/ GMIS	VDC/District	Yes	G-NGOs/Pact	Quarterly	--	2	108
Objective C: Communities implement inclusive development policies effectively									
IR C1: Mechanisms for transparent administration of funds are institutionalized									
Proportion of citizens who feel that the administration of funds in the VDC is transparent	Outcome	Perception survey	District, gender, ethnicity, age group	No	Pact	Yearly	16%	27.6%	35%
F: # of people affiliated with NGOs receiving USG supported anti-corruption training	Output	Training reports	District/NGO	No	G-NGOs/ WORTH-NGOs/ Pact	Quarterly	--	24[17]	30

[14] Reduction in Year 2 achievement compared to Baseline may be due to the formation of new WCFs during the reporting period.
[15] WCF review meetings took place in December 2014 just after the start of Year 3.
[16] Includes PMCs and district-based NGOs.
[17] This figure is low, because it represents ToT to NGO staff only and not WCF members, etc.

# of individuals that received USG assisted training, including management and fiscal skills	Output	Training reports	District, VDC, gender, ethnicity, age group	No	WORTH-NGOs/ Pact	Quarterly	--	437[18]	1,200
Proportion of community projects that are allocated to women, youth or marginalized groups	Outcome	Review of community project funding allocation	District	Yes	G-NGOs/Pact	Yearly	20%	--[19]	60%
IR C2: Inclusive management systems are adopted									
Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	Outcome	Perception survey	District, gender, ethnicity, age group	No	Pact	Yearly	3.6%	2.1 %	15%
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	G-NGOs/Pact	Yearly	--	0[20]	70%
Objective D: Local government units function effectively									
IR D1: Local government officials effectively carry out their mandate									
F: # of sub-national entities receiving USG assistance that improve their performance (government OPI)	Outcome	Baseline, mid-term, and endline surveys	District/VDC	Yes	Pact	Baseline, mid-term, endline	--	13	30
Proportion of VDCs that have run the local government barometer as a self- assessment tool	Output	Social audit reports	District	Yes	Pact	Yearly	--	3.5 %	0[21]
% improvement in positive citizen views on federalism, decentralization and VDC service delivery	Outcome	Polling reports - baseline- mid-term and endline surveys	District, gender, ethnicity, age groups	No	Pact	Yearly - baseline, mid-term, endline	9.2%	--	--[22]
F: # of individuals receiving voter and civic education through USG-	Output			No	G-NGOs/Pact		--	--	--[23]

[18] Also reported under Objective A.
[19] No reporting during Year 2, as budgets in SB's first VDC planning cycle were not approved until January 2015.
[20] First PMCs were established in November 2014. Results will appear only in Year 3 as SB rolls out micro-projects.
[21] Plans to roll out the LGB have been cancelled based on discussions with USAID.
[22] This is a flawed indicator in that it reports on multiple issues. A revised indicator focused solely on VDC service delivery is being included in the revised PMP.
[23] This will only be tracked in the event local elections are announced.

assisted programs									
# 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	G-NGOs/Pact	Quarterly	--	312	1,000
IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities									
Proportion of Ward Citizen Forums (UGs/CBOs, CSOs) that have tracked their budget allocation	Outcome	Baseline, mid-term, and endline surveys	District	No	PACT/external evaluator	Baseline, mid-term, endline	5.8%	--[24]	80%
% improvement in positive citizen views on the effective implementation of community development projects	Outcome	Polling reports, baseline, mid-term, endline surveys	District, gender, ethnicity, age groups	No	Pact	Yearly - baseline, mid-term, endline	--	13.9 %	25%
Number of times technical assistance is provided to local government ministries	Output	Reports	n/a	No	Pact	Yearly	--	--	2[25]
Cross-Cutting Indicators									
F: % of target population that views GBV as less acceptable after participating in or being exposed to USG programming	Outcome	Baseline, mid-term, and endline surveys	District/VDC	No	Pact	Baseline, mid-term, endline	--[26]	1.2 %	2%
F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Output	WORTH reports	District/age	Yes	G-NGOs/Pact	Quarterly	--	100 %[27]	100%

[24] WCF review meetings took place in December 2014 just after the start of Year 3.
[25] This records assistance at the central-level only. VDC and DDC-level assistance to MoFALD is not included.
[26] Baseline reported 58% of population viewing GBV as not acceptable. Year 2 perception survey reported 59.2% viewing GBV as not acceptable, i.e. a 1.2% increase.
[27] This reports on WORTH groups only. Indicator will be reframed to include other SB activities.