Sajhedari Bikaas

Monitoring and Evaluation Plan

3 December 2012 – 30 November 2017
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2. Acronyms

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

3. Introduction (Revised April 2015)

To monitor performance towards the attainment of change and results over time, Pact has developed this Monitoring and Evaluation Plan (M&E Plan), formerly known as Performance Monitoring and Evaluation Plan (PMEP), which lays out a system to track our progress and efficiency, to evaluate our effectiveness and to report our results. This M&E Plan is a critical tool used by Pact for planning, managing, and documenting (data collection), analyzing and reporting purposes.

3.1 M&E Plan Development (Revised)

This M&E Plan was developed collaboratively with Sajhedari Bikaas (SB) national partners Equal Access (EA), Youth Initiative (YI), Center for Legal Research and Resource Development (CeLRRd), Saferworld, Local NGO (LNGO) partners, Pact Nepal, and USAID/Nepal staff. The process involved:

1. Reviewing and refining the original results framework presented in the project proposal.
2. Validating the project's logic by developing logic models, a conceptual tool used extensively in the evaluation field, for each project objective, whereby partners link their planned activities to specific outcomes in the results framework.
3. Based on the major activities and outcomes stated in the logic models, identifying possible process and outcome indicators along with relevant data sources and collection methods. These logic models and data collection plans are included in Figures 2, 3, 4 and 5 below.
4. Setting target values for the indicators based on the baseline values.
5. Preparing Performance Indicator Reference Sheets (PIRS) to serve as a reference for each indicator (see Annex 2).

This Plan is to be considered a "living document" that will be reviewed and improved on a regular basis.

3.2 PMEP Revision (Revised)

The first PMEP revision process was initiated following a USAID Data Quality Assessment (DQA) in September 2014. The USAID's M&E team and COR suggested reviewing the indicators to make them SMART (Specific, Measureable, Attainable, Relevant, Time-bound) based on SB's experience from program implementation, baseline assessments and perception surveys conducted during the past two years. USAID also recommended that the total number of indicators should be reduced, retaining one or two outcome level indicators for each IR and that some USG Standard Foreign Assistance Indicators or "F" indicators reported to USAID for the Performance Plan and Report (PPR) be retained. The process of revising the PMEP included the followings:

1) Pact HQ and SB staff (PBMS Manager, COP and DCOP) met with the USAID M&E team including the SB COR and M&E Specialist in Kathmandu to discuss the PMEP revision.

2) Pact HQ staff and the SB M&E team discussed potential revisions with the SB program team before presenting the proposed revisions to the SB COP for final approval.
3) Proposed changes were discussed with the USAID COR and M&E Specialist.
4) Relevant PMEP sections were revised.
5) Performance Indicator Reference Sheets (PIRSs) were prepared for all revised indicators.

The revised Indicator Data Table is provided in section 6.2 of this document. The total number of indicators was initially 48. While 12 indicators were deleted, after including 12 PPR indicators the total increased to 48 again. Among the indicators, 23 are outcome level, 23 output level, and 2 impact level.

4. Brief Project Overview

Sajhedari Bikaas is a five-year (2012-2017) USAID-funded project primarily aimed at empowering communities to direct their own development. Sajhedari Bikaas is specifically designed to offer sustainable, locally-appropriate development solutions while maintaining the programmatic flexibility necessary to quickly respond to a constantly shifting operating environment. In order to achieve its goal, the project primarily works in four key objectives:

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

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

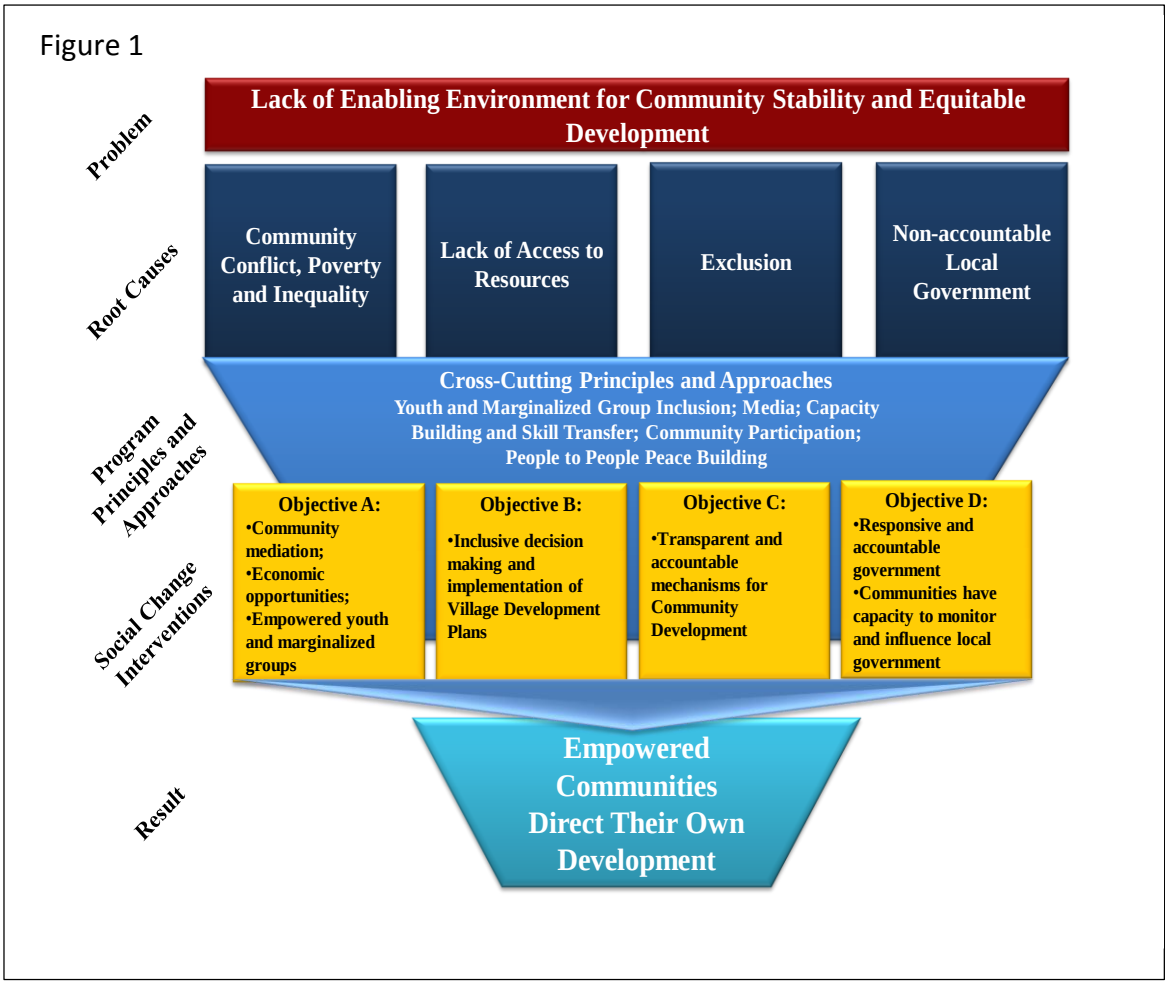
1. Sustainability through building on existing resources;
2. Person-to-person peace building;
3. Capacity development and skill transfer;
4. Focus on women, youth, and marginalized groups; and
5. Utilization of media, especially local radio stations.

The program is partnering with 1-2 NGOs per district each for governance (Objectives B, C and D) and women's economic empowerment (Objective A) components. LNGOs are selected through a competitive, public bidding process. The LNGOs play a critical role in

implementing activities across all four objectives. With assistance from Pact's internationally-recognized suite of capacity-development tools, these LNGOs have the staff capacity and contextual knowledge to not only serve as critical implementing agencies in the Project, but also as key guarantors of long-term sustainability.

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

4.1 Sajhedari Program Framework:



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

- GON will move forward with plans to adopt federalism and move towards the decentralization of government functions.
- GON will commit to the necessary level of budget allocation, and the budget flow mechanism at the sub-national level will continue to expand and develop.
- Regional geopolitical and economic conditions remain stable or improve.
- Space for civic and political engagement is expanded.
- Continued progress towards a democratic system with no renewed or new conflict.
- U.S. foreign assistance to SB remains stable in priority initiatives/objectives.
- Other donors maintain commitment in key sectors at current levels or above.

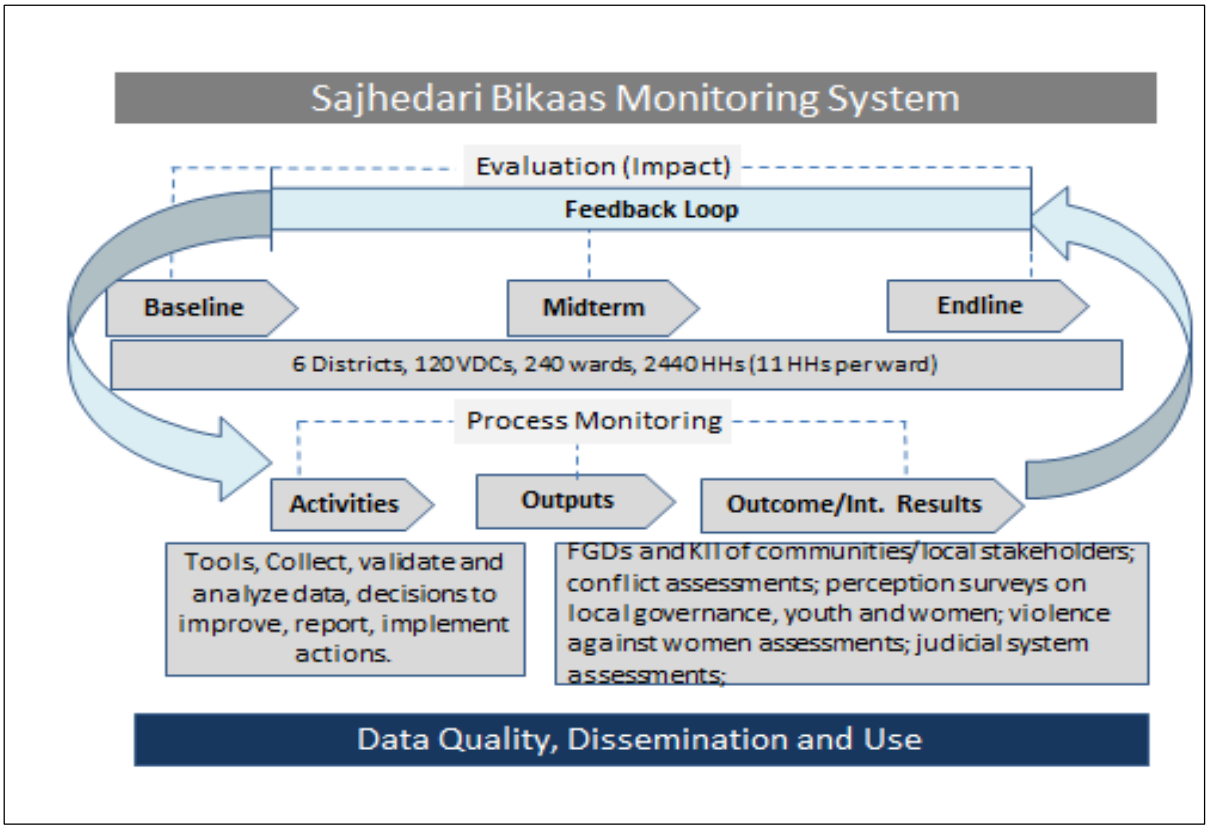
5. Overview of Monitoring and Evaluation Framework

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

Sajhedari Bikaas' M&E Plan builds upon the Project's Results Framework, linking objectives to expected intermediate results and outcomes with appropriate indicators and performance targets for measurement. The results framework can be found in Figure 6.

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

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



5.1 Logic Models

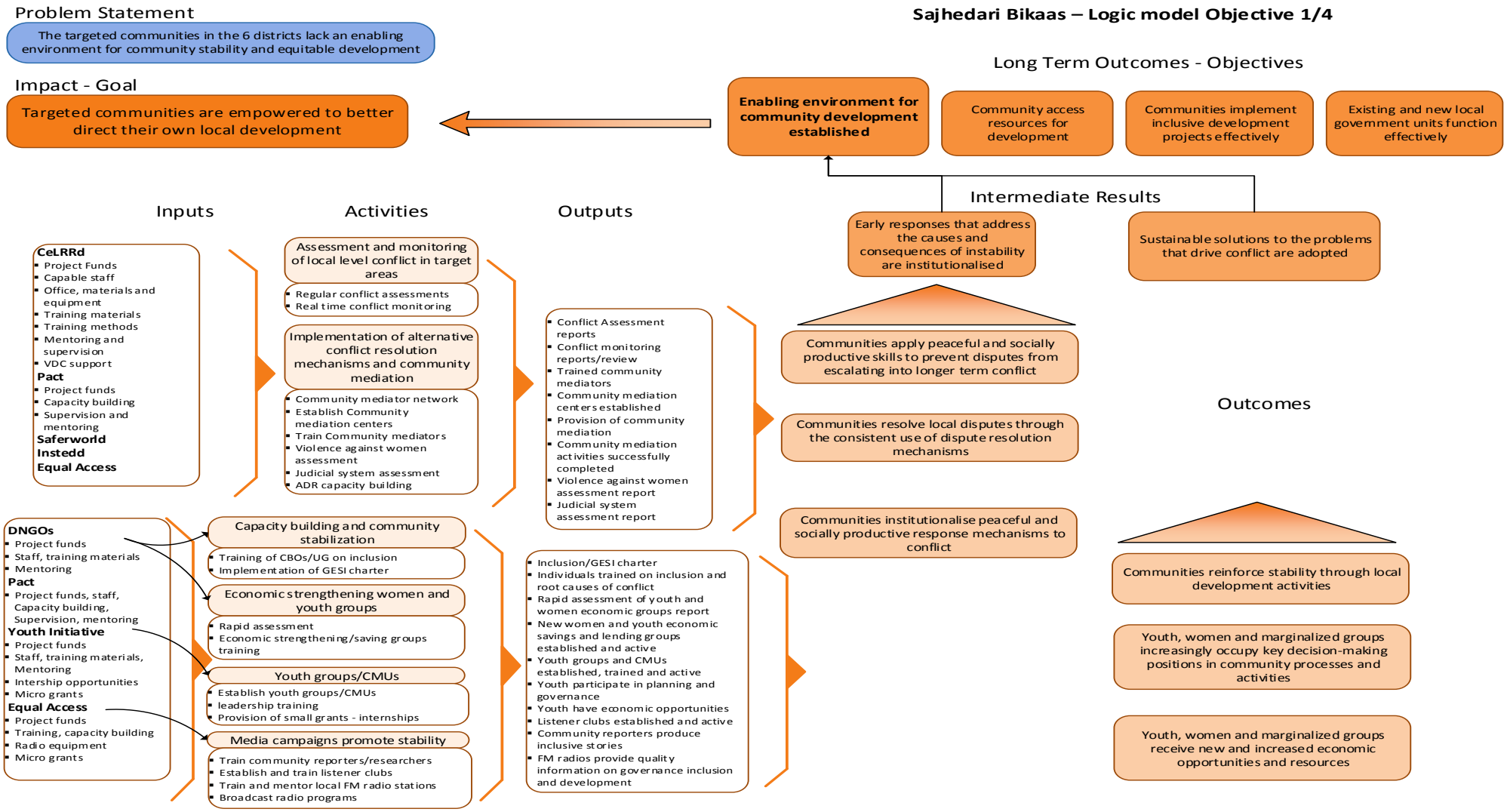


Figure 2

Sajhedari Bikaas – Logic model Objective 2/4

Problem Statement

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

Impact - Goal

Targeted communities are empowered to better direct their own local development

Long Term Outcomes - Objectives

- Enabling environment for community development established
- **Community access resources for development**
- Communities implement inclusive development projects effectively
- Existing and new local government units function effectively

Intermediate Results

- Inclusive community strategic planning processes are established
- Strategic community village development plans are established
- Community based organizations advocate for needed resources for financial, technical and commodity support

Inputs

NEPAN and CNAS
- Project Funds
- Capable staff
- Survey tools

DNGOs
- Project Funds
- Capable staff
- supervision
- VDC support

Pact
- Project funds
- Capacity building
- Supervision and mentoring

DNGOs
- Project Funds
- Capable staff
- supervision
- VDC support

Pact
- Project funds
- Capacity building
- Supervision and mentoring

DNGOs
- Project Funds
- Capable staff
- supervision
- VDC support
- Micro grants

Pact
- Project funds
- Capacity building
- Supervision and mentoring

Activities

- Rapid assessments of community development and local governance
- Inclusive participatory planning
  - Develop participatory planning methods training
  - Train community leaders local government officials, including "Do No Harm" and "Safe effective development in conflict
- Annual community development plans
  - Training, mentoring and technical support
  - Development of 2 year VDC development plans
  - Cross VDC visits to model VDCs
- Community resource mobilization skills
  - Training, mentoring and technical support
- Provision of microgrants and subgrants
  - Training, mentoring and technical support

Outputs

- Community development assessment report
- Local government assessment report
- Participatory planning methods assessment report
- Participatory planning training manual

- 2 year village development plans
- Ward citizen forums actively review village development plans
- Community needs mapping
- VDCs implement lessons learnt in model VDCs

- Village development plans have a fundraising plan and a resource outreach plan
- Micro grants provided for community development

Outcomes

- Communities adopt inclusive partipcation practices
- Community members are better skilled and routinely engage to facilitate planning
- Local planning mechanisms include marginalized community members in decision-making positions

- Communities apply strategic planning principles to create long term village development plans
- Inclusive local planning mechanisms institutionalize review and update of village development plans
- Strategic development plans are characterized by equitable distribution of local develoment priorities

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

Figure 3

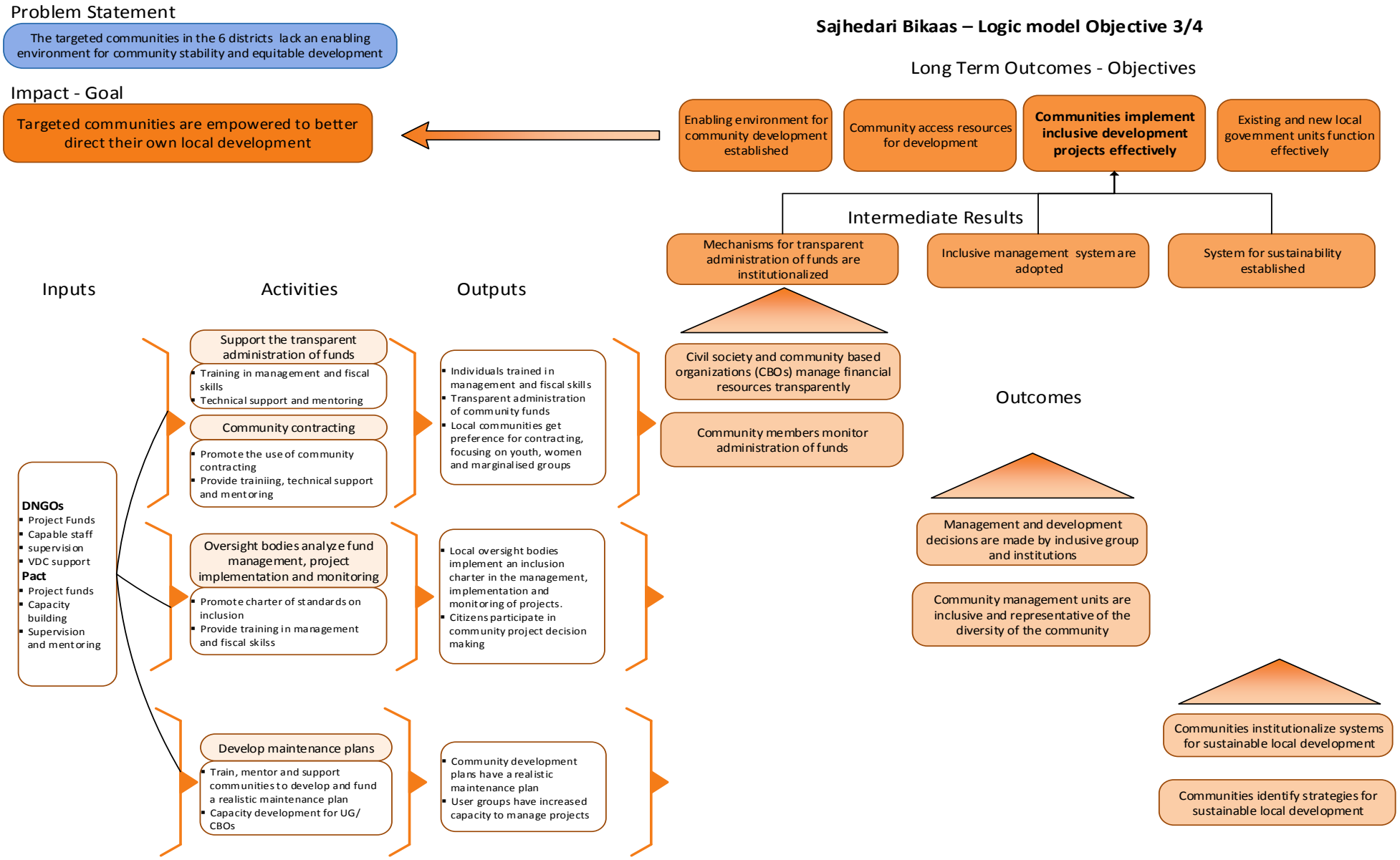

Problem Statement
The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development
Sajhedari Bikaas – Logic model Objective 3/4
Long Term Outcomes - Objectives
Impact - Goal
Targeted communities are empowered to better direct their own local development
Enabling environment for community development established
Community access resources for development
Communities implement inclusive development projects effectively
Existing and new local government units function effectively
Intermediate Results
Mechanisms for transparent administration of funds are institutionalized
Inclusive management system are adopted
System for sustainability established
Inputs
Activities
Outputs
Support the transparent administration of funds
Training in management and fiscal skills
Technical support and mentoring
Community contracting
Promote the use of community contracting
Provide trainiing, technical support and mentoring
Individuals trained in management and fiscal skills
Transparent administration of community funds
Local communities get preference for contracting, focusing on youth, women and marginalised groups
Civil society and community based organizations (CBOs) manage financial resources transparently
Community members monitor administration of funds
Outcomes
DNGOs
Project Funds
Capable staff
supervision
VDC support
Pact
Project funds
Capacity building
Supervision and mentoring
Oversight bodies analyze fund management, project implementation and monitoring
Promote charter of standards on inclusion
Provide training in management and fiscal skilss
Local oversight bodies implement an inclusion charter in the management, implementation and monitoring of projects.
Citizens participate in community project decision making
Management and development decisions are made by inclusive group and institutions
Community management units are inclusive and representative of the diversity of the community
Develop maintenance plans
Train, mentor and support communities to develop and fund a realistic maintenance plan
Capacity development for UG/ CBOs
Community development plans have a realistic maintenance plan
User groups have increased capacity to manage projects
Communities institutionalize systems for sustainable local development
Communities identify strategies for sustainable local development

Figure 4

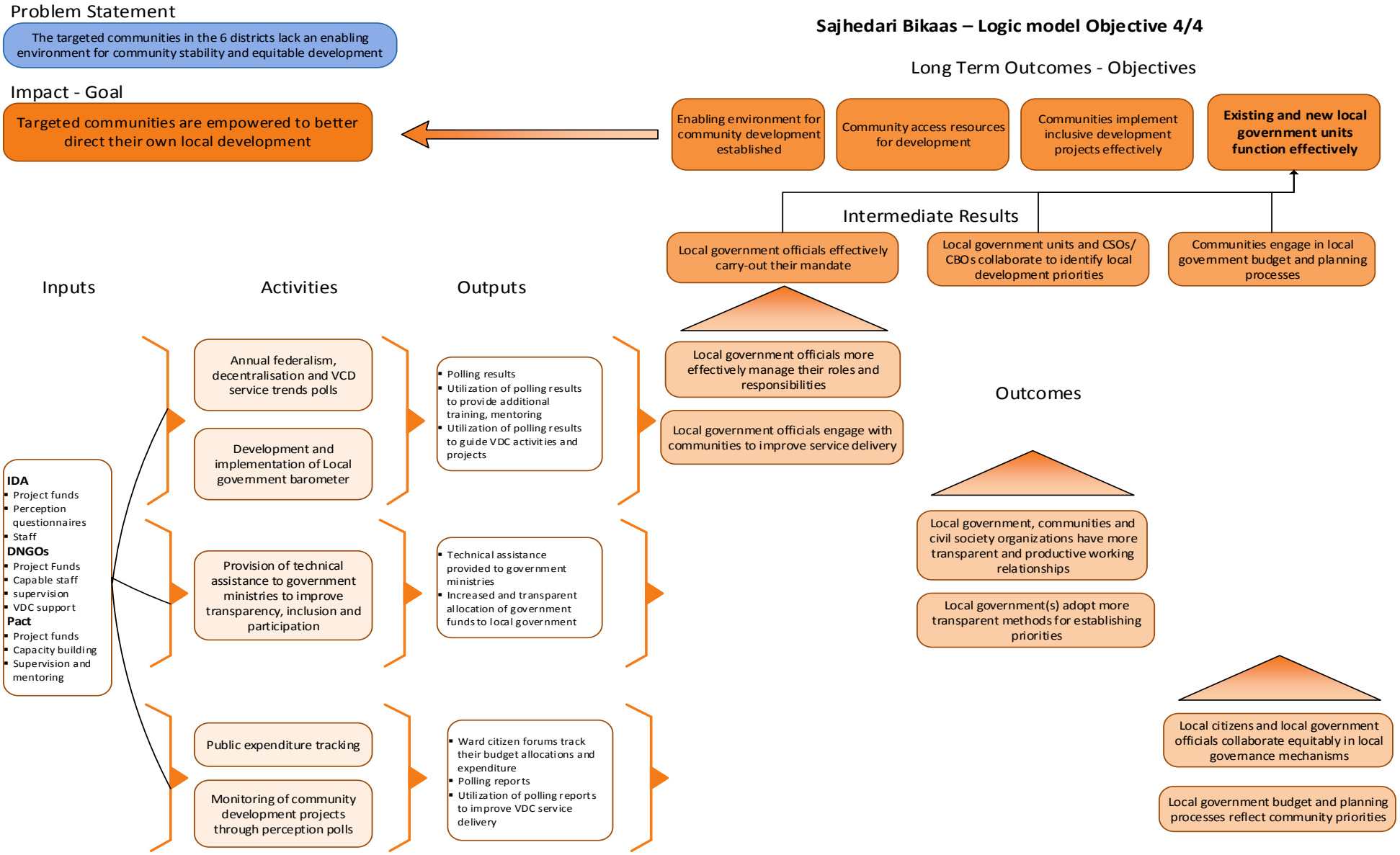

Problem Statement
The targeted communities in the 6 districts lack an enabling environment for community stability and equitable development
Sajhedari Bikaas – Logic model Objective 4/4
Long Term Outcomes - Objectives
Impact - Goal
Targeted communities are empowered to better direct their own local development
Enabling environment for community development established
Community access resources for development
Communities implement inclusive development projects effectively
Existing and new local government units function effectively
Intermediate Results
Local government officials effectively carry-out their mandate
Local government units and CSOs/ CBOs collaborate to identify local development priorities
Communities engage in local government budget and planning processes
Inputs
Activities
Outputs
Local government officials more effectively manage their roles and responsibilities
Local government officials engage with communities to improve service delivery
Outcomes
Annual federalism, decentralisation and VCD service trends polls
Development and implementation of Local government barometer
Polling results
Utilization of polling results to provide additional training, mentoring
Utilization of polling results to guide VDC activities and projects
IDA
Project funds
Perception questionnaires
Staff
DNGOs
Project Funds
Capable staff
supervision
VDC support
Pact
Project funds
Capacity building
Supervision and mentoring
Provision of technical assistance to government ministries to improve transparency, inclusion and participation
Technical assistance provided to government ministries
Increased and transparent allocation of government funds to local government
Local government, communities and civil society organizations have more transparent and productive working relationships
Local government(s) adopt more transparent methods for establishing priorities
Public expenditure tracking
Monitoring of community development projects through perception polls
Ward citizen forums track their budget allocations and expenditure
Polling reports
Utilization of polling reports to improve VDC service delivery
Local citizens and local government officials collaborate equitably in local governance mechanisms
Local government budget and planning processes reflect community priorities

Figure 5

5.2 Results Framework

Sajhedari Bikaas -Partnership development - Nepal

Impact

Targeted communities are empowered to better direct their own local development

Objectives

- A. Enabling Environment for Community Development Established
- B. Community Access Resources for Development
- C. Communities Implement Inclusive Development Projects Effectively
- D. Existing and New Local Government units function effectively

Intermediate Results

A1 Early responses that address the causes and consequences of instability are institutionalised	B1 Inclusive community strategic planning processes are established	C1 Mechanisms for transparent administration of funds are institutionalized	D1 Local government officials effectively carry-out their mandate
A2 Sustainable solutions to the problems that drive conflict are adopted	B2 Strategic community village development plans are established	C2 Inclusive management system are adopted	D2 Local government units and CSOs/CBOs collaborate to identify local development priorities
	B3 Community-based organizations (CBOs) advocate for needed resources for financial, technical and commodity support	C3 System for sustainability established	D3 Communities engage in local government budget and planning processes

Outcomes

A1 Communities apply peaceful and socially productive skills to prevent disputes from escalating into longer term conflict Communities resolve local disputes through the consistent use of dispute resolution mechamisms Communities institutionalise peaceful and socially productive response mechanisms to conflict	B1 Communities adopt inclusive partipcation practices Community members are better skilled and routinely engage to facilitate planning Local planning mechanisms include marginalized community members in decision-making positions	C1 Civil society and community based organizations (CBOs) manage financial resources transparently Community members monitor administration of funds	D1 Local government officials more effectively manage their roles and responsibilities Local government officials engage with communities to improve service delivery
A2 Communities reinforce stability through local development activities Youth, women and marginalized groups increasingly occupy key decision-making positions in community processes and activities Youth, women and marginalized groups receive new and increased economic opportunities and resources	B2 Communities apply strategic planning principles to create long term village development plans Inclusive local planning mechanisms institutionalize review and update of village development plans Strategic development plans are characterized by equitable distribution of local develoment priorities	C2 Management and development decisions are made by inclusive group and institutions Community management units are inclusive and representative of the diversity of the community	D2 Local government, communities and civil society organizations have more transparent and productive working relationships Local government(s) adopt more transparent methods for establishing priorities
	B3 Communities receive resources from local government sources communities receive resources from non-government sources communities raise funds and resources locally for community development activities CBOs strenghten links to national associations and representatives	C3 Communities institutionalize systems for sustainable local development Communities identify strategies for sustainable local development	D3 Local citizens and local government officials collaborate equitably in local governance mechanisms Local government budget and planning processes reflect community priorities

Figure 6

6. Project Monitoring and Evaluation System (Revised April 2015)

6.1 Indicators with Annual Performance Targets (Revised)

To monitor the Project, and in close consultation with partners and USAID, Sajhedari Bikaas selected a series of output, outcome and impact indicators, which Pact will report to USAID on a quarterly basis. These indicators are a mix of the Standard Foreign Assistance Indicators and custom indicators, selected because they are relevant, direct, objective, practical, and adequate, as well as useful for timely management decisions. These indicators, along with their annual performance targets, are listed in the attached Sajhedari Bikaas Indicator Table. The indicators are presented per major objective and follow the logic models that are presented above. The targets for these indicators have been set based on baseline survey results and available project resources (i.e., budget, activities and time).

In addition to capturing the data for indicators, the project will also consider using the following[1]:

> *Qualitative aspect of indicators*: SB considers the qualitative aspect of indicators i.e., primarily how and why they will support a clearer contextual understanding of the process behind observed results and assess people's perception towards the results, quality of programs, implementation approach, etc. This information will be used to improve program quality and strategies. SB has also developed minimum program quality standards for each of the major interventions that are used to measure and ensure that the program activities contribute to the higher level outcome and impact indicators. Both the qualitative and quantitative aspects of indicators also called standard have been developed in close consultation with the partners and LNGOs. Based on these standards, the M&E team has developed checklists to monitor the quality of program interventions through Focus Group Discussions (FGDs) and Key Informant Interviews (KII) with the community members and government stakeholders. The findings of these assessments are shared with USAID, the internal program team, and partners and LNGOs during quarterly progress reviews and reflection meetings, as well as other suitable events.
>
> *Gender and social inclusion (GESI) aspects of indicators*: Monitoring and evaluation are key areas for mainstreaming GESI. Disaggregated data, measurement and analysis are essential for tracking GESI results and outcomes. The GESI aspect indicators for SB are guided by its GESI strategy. Identified GESI gaps at the VDC and community levels have been utilized to plan, monitor, and support the implementation of GESI-related changes. In every sector in which the project works, GESI has been reflected and integrated into indicators, achievements, and results. While most of the indicators presented in the indicator table are disaggregated by gender and caste/ethnicity, SB has also used other GESI aspect of indicators that reflect the broad picture of gender roles in the project areas.

[1] These however are not separate indicators. All indicators, where applicable, will have qualitative aspects assessed. Also, all indicators will be disaggregated by gender, caste, and ethnicity where applicable.

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

Sustainability: SB plans to initiate, conduct and phase-out all activities to ensure the sustainability of efforts by local communities. Sustainability through building on existing resources is one of the key approaches of the Project. The LNGO partners will not only serve as critical implementing agencies in the project, but also as key guarantors of long-term sustainability of its program activities. SB's efforts to achieve sustainability focus on the district-based local NGOs/CBOs; village-level alternative dispute resolution/community mediation mechanisms; adoption of SMS-based conflict monitoring system by SB partners; adoption of GESI strategies and charter by LNGOs, WCF, UGs; and adherence to the 14-step planning process in the targeted areas. SB will conduct sustainability assessments of community-based institutions within the project and prepare a phase-out plan. A sustainability strategy will be one of the core focuses of the phase-out plan. SB will be evaluated by the linkages with government and non-government formations and organizations in the community and district, formulation of sustainability plan together with an action plan, the level of community confidence the groups and formations, access to resources, and collective actions.

6.2 Data Indicator Table: Sajhedari Bikaas (Revised)

Indicators	Type	Source/Method	Disaggregation *	Geo-enabled reporting	Responsible	Frequency	Baseline	Yr1	Yr2	Yr 3	Yr 4	Yr 5
Goal: Targeted communities are empowered to better direct their own local development												
1) G.01 Proportion of budgeted VDC projects that were fully implemented/finalized within the previous planning cycle	Impact	VDC Annual Work Plans, VDC Progress Reports and Governance LNGO Reports/baseline, midterm and endline surveys	District/VDCs	Yes	Pact	Annually in October	17.1%	N/A	N/A	90%	95%	95%
Objective A: Enabling environment for community development established												
A.1.01 Proportion of households that have experienced conflict in the past year that have used peaceful means to resolve the conflict	Outcome	Households of SB Project area/baseline, perception and endline surveys	Districts, project phases, type of conflict/dispute, caste/ethnicity	Yes	Pact	Baseline, bi-annual (perceptio n survey) and end of the project	54%	N/A	N/A	5%	5%	15%
A.2.06 Proportion of VDCs that have youth groups/CMUs that participate in the VDC planning process	Outcome	LYGs/CMUs, VDC planning process minute books, YI periodic reports	Districts and VDCs	Yes	YI	Annually	NA	50%	70%	80%	90%	90%
IR A1: Early responses that address the causes and consequences of instability are institutionalized												
2) A.1.01 Proportion of households that have experienced conflict in the past year that have used peaceful means to solve the conflict (increase by %)	Outcome	Households of SB Project area/baseline, perception and endline surveys	Districts, project phases, type of conflict/dispute, caste/ethnicity	Yes	Pact	Baseline, by annual (perceptio n survey) and end of the project	54%	N/A	N/A	5%	5%	15%
3) A.1.02 Number of host national inhabitants reached through USG assistance public information campaigns to support peaceful resolution of conflicts	Output	Activities completion report	District, project phase, gender and caste/ ethnicity	No	CeLRRd	Quarterly	N/A	0	40,000	50,000	87,000	89,000
4) A.1.03 Proportion of all mediation cases opened during the quarter preceding the period that were settled within 3 months	Outcome	CMCs, Community Mediation Database, and CeLRRd periodic reports	VDCs, project phases, districts, first party and second party gender,	No	CeLRRd	Collected monthly, reported quarterly	N/A	50%	60%	80%	75%	80%

				caste/ethnicity, age groups and type of conflict/dispute									
5)	A.1.04 Proportion of project VDCs that provide a budget in the current financial year that covers at least partial operating costs of the CMC (rental, stipend of mediator, other office costs, transport)	Outcome	CMCs, VDC Annual Work Plans, VDC progress reports, and CeLRRd progress reports, baseline and endline surveys, instructional survey using DAT by CeLRRd	Districts and VDCs	Yes	CeLRRd	Quarterly	N/A	0%	20%	40%	30%	50%
6)	A.1.05 F: Number of new groups or initiatives created through USG funding, dedicated to resolving conflict or the drivers of the conflict	Output	CMC Database and CeLLRd reports	Districts and VDCs	No	CeLRRd	Quarterly	0	58	0	57	85	0
7)	A.1.06 F: Number of groups trained in conflict mitigation/resolution skills or consensus building techniques with USG assistance	Output	CeLRRd Training Database and reports	Districts and VDCs	No	CeLRRd	Quarterly	0	58	0	57	80	0
8)	A.1.07 Number of new cases of individual/group conflict mediation opened during the reporting period	Output	CMCs, Community Mediation Database, and CeLRRd reports	Districts, VDCs, first and second party gender, cates/ethnicity, age groups and types of conflict/dispute	No	CeLRRd	Quarterly	0	720	4,320	4,000	7,000	9,000
9)	A.1.08 Percentage of successfully mediated local level disputes among women, youth, or people from marginalized groups as a result of USG assistance (custom)	Outcome	CMCs, Community Mediation Database, and CeLRRd reports	Districts, VDCs, first and second party gender, caste/ethnicity, age group and type of conflict/dispute	No	CeLRRd	Quarterly	0	72%	72%	72%	72%	72%
10)	A.1.10 Number of local level conflict mitigated with USG assistance.	Output	CMCs, Community Mediation Database, and CeLRRd reports	Districts, VDCs, first and second party gender, caste/ethnicity, age group and type of conflict/dispute	No	CeLRRd	Quarterly	N/A	N/A	2,500	2,500	5,600	7,200

IR A2: enduring solutions to the problems that drive conflict are adopted													
11)	A.2.01 Proportion of supported economic groups that provide more than 5 loans per year to their members	Outcome	WEG and WORTH LNGO Periodic Reports	VDCs, Project Phases, Districts,	Yes	LNGOs	Annually	0	50%	70%	50%	80%	80%
12)	A.2.02 Number of youth who have started a business or found a job through the project activities	Outcome	People who received skill-based short-term or medium-term training from WORTH LNGOs, YI and F-Skill Nepal, WEGs, LYGs, RLGs, and CACs. Survey by respective NGOs (WORTH LNGOs and YI) and F-Skills Nepal	VDCs, project phases, Districts, gender, caste/ethnicity and age groups	No	YI/WORTH LNGOs and F-Skills	Annually	0	0	100	200	200	150
13)	A.2.03 Number of individuals who received USG-assisted training on gender equality and social inclusion and the understanding of the root causes of the conflict	Output	Training registers, Training database, periodic reports by SB and implementing partners	Gender, caste/ethnicity and age groups of the trainees, VDC and districts, training types	No	LNGOs	Quarterly	0	0	30	6,000	4,000	2,000
14)	A.2.04 Number of new/existing women's economic groups formed during the reporting period	Output	WEGs and Group Database maintained by WORTH LNGOs, WORTH LNGO reports	Districts and VDCs	Yes	LNGOs	Quarterly	0	0	127	99	96	0
15)	A.2.05 Number of Youth Groups and CMUs that have been established/revived/operational in the reporting period	Output	LYGs/CMUs and Group Database maintained by YI	Districts and VDCs	No	Youth Initiative	Quarterly	0	126	0	70	44	0
16)	A.2.06 Proportion of VDCs that have youth groups/CMU that participate in the VDC planning process	Outcome	LYGs/CMUs, VDC planning process minute books, YI periodic reports	Districts and VDCs	Yes	YI	Annually	NA	50%	70%	80%	90%	90%
17)	A.2.07 F: Number of non-state news outlets assisted by USG	Output	Progress reports	Districts	Yes	Equal Access	Quarterly	0	16	16	18	18	18
18)	A.2.08 F: Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance	Output	Group Database maintained by respective implementing organizations	District, caste/ethnicity and age group	No	LNGOs, EA, YI, and CeLRRd	Quarterly	Not Available			14,800	32,254	32,254
19)	A.2.09 Number of people from marginalized group participating in a substantive role or position in peacebuilding process supported with USG assistance	Output	Groups Database maintained by respective implementing organizations	District, caste/ethnicity and age group	No	LNGOs, EA, YI, and CeLRRd	Quarterly	Not Available			17,000	38,000	38,000

20) A.2.10 Percentage of leadership positions in USG supported community management entities that are filled by a woman or member of a vulnerable group.	Outcome	Group Database maintained by respective implementing organizations	District, caste/ethnicity and age group	No	LNGOs, EA, YI, and CeLRRd	Quarterly	Not Available			80%	80%	80%
21) A.2.11 F: Number of USG funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale	Output	Activities completion reports and training database	Project	No	CeLRRd	Annually	Not Available			2	2	2
22) A.2.12 Number of people participating in USG supported events, trainings or activities designed to build mass support for peace and reconciliation	Output	Activities completion reports and training database	District, caste/ethnicity and age group	No	CeLRRd	Quarterly	Not Available			1,600	1,620	0
23) A.2.13 Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace process.	Output	Media stories tracker	Type of story	No	EA	Quarterly	N/A			400	500	500
Objective B: Communities access resources for development												
B.2.02 Number of Ward Citizen Forums that review the village development plan to ensure equitable distribution of local resources	Outcome	WCF meeting minutes, governance LNGOs partner reports, review of meeting minutes	Districts/VDCs	No	LNGOs	Semi-annually	**0**	N/A	N/A	400	800	800
B.2.03 Proportion of Ward Citizen Forum members who indicate that they can provide meaningful input into village development plans	Output	WCF members, baseline, perception and endline surveys	District, caste/ethnicity and age group	No	LNGOs	Semi-annually	29%	N/A	N/A	40%	50%	60%
IR B1: Inclusive community strategic planning process are established												
24) B.1.01 Number of local key stakeholders (community leaders, local government officials), trained in inclusive participatory planning	Output	Training Database, Training Registers, Governance LNGO periodic progress reports	District, VDCs, caste/ethnicity and age group	No	LNGOs	Quarterly	0	150	400	12,000	34,000	0
25) B.1.02 Proportion of ward citizen forums (WCFs) with GESI strategies in place	Outcome	WCFs/ baseline, perception and endline surveys	Districts/VDCs	Yes	LNGOs	Semi-annually	19%	N/A	N/A	70%	80%	85%
IR B2: Community development plans are established												
26) B.2.01 Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards	Outcome	VDC Development Plans, review of PVDP/VDC Annual Plans by LNGOs and external consultants at baseline, perception, and endline survey	Districts/VDCs	Yes	LNGOs	Semi-annually	81%	N/A	N/A	100%	100%	100%
27) B.2.02 Number of Ward Citizen Forum that review the village development plan to ensure equitable distribution of local resources	Output	WCF meeting minutes, governance LNGOs partner reports, review of meeting minutes	Districts/VDCs	No	LNGOs	Semi-annually	0	N/A	N/A	400	800	800

28) B.2.03 Proportion of Ward Citizen Forum members who indicate that they can provide meaningful input to the village development plans	Outcome	WCF members/baseline, perception and endline surveys	Districts, project phase, gender, ethnicity, age groups	No	LNGOs	Semi-annually	29%	N/A	N/A	40%	50%	60%
IR B3: Community based organizations advocate for needed resources for financial, technical and commodity support												
29) B.3.01 Proportion of village development plans that include a fundraising plan	Outcome	Review of Village Development Plans	Districts and project phases	Yes	LNGOs	Semi-annual	53%	N/A	N/A	65%	80%	80%
Objective C: Communities implement inclusive development policies effectively												
C.2.01 Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	Outcome	Citizens from SB areas/ baseline, perception and endline surveys	District, gender, ethnicity, age group	No	LNGOs	Semi-annual	3.6%	N/A	N/A	15%	25%	40%
C.2.02 Proportion of community projects that are allocated to women, youth or marginalized groups	Outcome	VDC community projects/review of community project funding allocation	District, VDC, and projects allocated to women, youth and marginalized groups	Yes	LNGOs	Semi annual	20%	30%	N/A	35%	40%	50%
IR C1: Mechanisms for transparent administration of funds are institutionalized												
30) C.1.01 Proportion of citizens who feel that the administration of funds in the VDC is transparent	Outcome	Citizens from SB areas/ baseline, perception and endline surveys	Districts, project phases, gender, ethnicity, age groups	No	LNGOs	Semi-annual	16%	N/A	N/A	20%	25%	25%
IR C2: Inclusive management systems are adopted												
31) C.2.01 Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	Outcome	Citizens from SB areas/ baseline, perception and endline surveys	Districts, gender, ethnicity, age groups	No	LNGOs	Semi-annual	3.6%	N/A	N/A	15%	25%	40%
32) C.2.02 Proportion of community projects that are allocated to women, youth or marginalized groups	Outcome	VDC's community projects/review of community project funding allocation	Districts, VDCs and projects allocated to women, youth and marginalized groups	Yes	LNGOs	Semi annual	20%	30%	N/A	35%	40%	50%
IR C3: systems for sustainability are established												
33) C.3.01 Proportion of partners that improve their organizational capacity	Outcome	OPI report from LNGOs/OPI Assessment	Districts	No	Pact	Semi-annual	N/A	N/A	50%	85%	90%	90%

Objective D: Local government units function effectively												
D.1.01 Percentage improvement in positive citizen views on VDC service delivery	Outcome	Citizens from SB areas/ baseline, perception and end-line surveys	District, project phase, gender, ethnicity, age group	No	LNGOs	Semi-annual	56.6%	N/A	N/A	70%	80%	80%
D.2.02 Percentage improvement in positive citizen views on the effective implementation of community development projects	Outcome	Citizens from SB areas involved in community project planning, implementation and monitoring/baseline, perception and end-line surveys	District, project phase, gender, ethnicity, age group	No	LNGOs	Semi-annual	19%	N/A	N/A	30%	35%	45%
IR D1: Local government officials effectively carry out their mandate												
34) D.1.01 Percentage improvement in positive citizen views on VDC service delivery	Outcome	Citizens from SB areas/ baseline, perception and endline surveys	District, project phase, gender, ethnicity, age group	No	LNGOs	Semi-annual	56.6%	N/A	N/A	70%	80%	80%
35) D.1.02 F: Number of sub-national entities receiving USG assistance that improve their performance on the Minimum Condition and Performance Measure (MC/PM) index (Revised)	Outcome	VDC, DDC or Local Bodies' Fiscal Commission (LBFC)/ baseline, perception and endline surveys	Districts, VDCs, project phase	Yes	LNGOs	Annual	N/A	N/A	N/A	25	30	40
36) D.1.03 Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans	Output	Training Registers and Training Database	Districts, gender, ethnicity, age groups	No	LNGOs	Quarterly	0	N/A	N/A	640	1,800	0
IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities												
37) D.2.01 Number of times technical assistance is provided to government ministries	Output	MoFALD or SB reports	Type of technical assistance	No	PACT Nepal	Annual	0	N/A	N/A	N/A	2	2
38) D.2.02 Proportion of Ward Citizen Forums that have tracked their budget allocation	Outcome	WCFs' budget tracking meeting minutes/ baseline, perception and endline surveys	Districts and VDCs	No	LNGOs	Semi-annual	5.8%	N/A	N/A	70%	70%	80%
39) D.2.03 Percentage improvement in positive citizen views on the effective implementation of community development projects	Outcome	Citizens from SB areas involved in community project planning, implementation and monitoring/baseline,	Districts, project phases, gender, ethnicity, age groups	No	LNGOs	Semi-annual	19%	N/A	N/A	30%	35%	45%

		perception and endline surveys										
40) D.2.04 Number of sub-national governments receiving USG assistance to increase their annual own-source revenue.	Output	Activities progress report	Districts	Yes	Governance LNGOs	Annually	N/A	0	58	58	44	44
41) D.2.05 Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government.	Output	Group Database (WCFs, CAC, IPFC and VSMC)	District	No	Governance LNGOs	Annually	N/A	N/A	N/A	957	2,100	1,584
42) D.2.06 Number of local non-governmental and public sector associations supported with USG assistance.	Output	Activities progress report	Districts	Yes	Governance LNGOs	Annually	N/A	N/A	N/A	35	43	43
IR D3: Communities engage in local government budget and planning processes												
43) D.3.01 Proportion of projects at VDC level that were budgeted in the previous planning cycle, that were in the top 5 priorities list of community forums (WCFs) (moved from impact indicator 1)	Impact	WCFs, Ward-level planning meeting minutes, IPFCs, and IPFC meeting minutes to recommend projects to VDCs, VDC Council approved project lists with budget allocation, VDC council meeting minutes/ baseline, perception and endline surveys	Districts, VDCs and project phases	No	LNGOs	Semi-annual	54.8%	N/A	N/A	65%	75%	80%
Cross-Cutting Indicators												
44) E.1.01 F: Number of awards made directly to local organization	Output	Grant and Contract records of SB and micro-grant database	Districts and VDCs	Yes	Pact	Quarterly	0	0	12	70	195	50
45) E.1.02 F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Output	Group Database, Training Database, Internship Database, group records, training register, internship records of youth training by YI, vocational training, and WORTH initiatives	Districts, VDCs ethnicity and age groups	Yes	Pact Nepal, IPs and LNGOs	Quarterly	0	N/A	N/A	65%	65%	65%
46) E.1.03 F: Percentage of target population that views GBV as less acceptable after participating in or being exposed to USG programming	Outcome	Citizens from SB areas/ baseline, perception, and endline surveys	Districts, project phases, ethnicity and age groups	No	LNGOs/IPs	Semi-annual	58%			60%	62%	65%

47)	E.1.04 Proportion of LNGOs that have an improved Organizational Performance Index (OPI) score	Outcome	OPI reports from LNGOs/OPI Assessments	Districts	No	Pact	Semi-annual	N/A	N/A	50%	85%	90%	90%
48)	E.1.05 Proportion of supported FM radio stations that produce quality radio programs that address issues on local government, youth, women, disadvantaged groups	Outcome	FM radio stations, EA, radio program electronic copy/Radio Program Quality Assessments	Districts	Yes	Equal Access	Yearly	N/A	50%	60%	90%	90%	90%

N/A = Not applicable or Not available,

GREEN highlights are PPR indicators.

BROWN highlights are IR indicators included at the Objective level.

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

6.3 Data Management (Revised)

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

Project activities during the first year drew on different data sources and were mainly based on existing M&E systems that national partners already had in place. Pact collated and summarized the information to provide USAID with quarterly reports data on the indicators included in this M&E Plan. In the later years of the project, certain partners will report indicator data electronically through a web-based portal as appropriate. Others will use structured templates to standardize partner reporting and make data collection more reliable and efficient.

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

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

6.4 Sajhedari M&E Structure and Roles

SB has prepared M&E guidelines for strengthening partners’ M&E capacity and coordinating M&E systems between partners. These guidelines address the PBMS system, the reporting system, data collection tools and templates, analysis tools, shared calendars, the SMS-based violence reporting system, and mobile technology. Following the guidelines, the M&E unit has conducted M&E training for IPs and LNGO partners. The main purpose of these guidelines is to orient staff members about M&E approaches, guiding principles, quality standards, reporting chains, roles and responsibilities. Following is a summary of structures and roles:

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

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

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

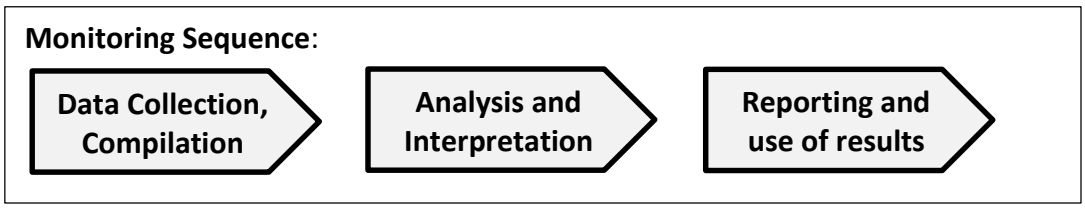
M&E Manager: Supports the design and implementation of the M&E and PBMS, focusing mainly on data reporting system, data collection, data analysis and reporting. Ensures accurate and reliable data collection from field sources and integration into the Project's M&E system. Establishes a data management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

Senior GIS Officer: The Senior GIS Officer will support the PBMS system by incorporating the GIS component. Manages the Sajhedari GIS system, including conflict mapping through the SMS monitoring system and mobile technology data collection tools. The Senior GIS Officer reports to the M&E Director.

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

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

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



6.5.1 *Data Collection, Compilation*:
Depending upon the indicator, data will be collected at different frequencies. The above "6.2 Data Indicator Table" provides an overview of data sources, disaggregations, frequencies of collection, and targets for each indicator. Since different indicators call for different methods of data collection, Sajhedari has developed a "Performance Indicator Reference Sheet" (PIRS) for each indicator, in consultation with the IPs, which includes precise definitions for each indicator, such as the purpose, requirement for disaggregation, data collection instruction, data source, frequency and timing of data acquisition, responsible person, location of data storage, data quality issues, and the plan for data analysis, review and reporting. The PIRSs for Sajhedari indicators are attached in Annex 2.

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

Primary data sources/methods

- Apart from baseline, mid-term and end-line evaluation of Sajhedari, data for key outcome indicators of the project will be collected as part of routine monitoring through perception surveys, thematic outcome monitoring and other methods. Throughout the project period, Sajhedari will be conducting assessments to measure progress on the outcome and impact indicators. These include: quarterly conflict assessments in the targeted areas and assessments on violence against women, among others. Bi-annually, Sajhedari will conduct perception surveys to assess improvements in governance of local bodies (VDC, Agriculture Service Centre, Livestock Service Centre and Health Facilities), and participation of youth, women, and marginalized groups in local planning processes and implementations. The perception surveys will also measure changes in relevant indicator values as per the Data Indicator Table provided in this Plan. These assessments will not only provide information on the current trends, but will also explore whether or not the program is meeting a specified level of results in a given district or population group.
- During all assessments SB will include quality aspects of indicators i.e. primarily how and why and collect qualitative data through focus group discussions (FGDs) and key informant interviews (KIIs) with community members and government stakeholders. Assessment findings will be shared with USAID, internal program teams, and IPs and LNGOs regularly.
- To support community-driven development, Sajhedari will provide micro-grants/sub-contracts, not exceeding $10,000 per award, directly to CSOs/CBOs to fund small community development and social development projects, as part of the Community Contracting Model. Through this model, Sajhedari will leverage existing local resources, including government and non-government funds, as well as community contributions. As part of this model, community-based Project Monitoring Committees have been set up that will utilize a participatory method of project monitoring and evaluation. Sajhedari will work with existing community structures Monitoring Committees and build their capacity for ongoing assessment of project progress. Selected beneficiary groups in target communities will use this tool to ensure that project activities are implemented as planned. Additionally, these committees will also monitor the minimum program quality standards developed for Sajhedari as highlighted above. The findings will be aggregated by local project staff

annually and presented at community meetings for discussion, analysis, and feedback. The findings and feedback are used in the plans of subsequent years .

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

Secondary data sources/methods

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

6.5.2 *Data Analysis and Interpretation:*

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

Sajhedari will compare these data to target indicators, identifying areas in which targets are exceeded, met, or not met. For targets not met, the M&E Team will inform senior management so that corrective action can be taken as soon as possible. With support from the M&E Director, the internal technical team as well as implementing partners and local NGOs will also analyze data and disaggregate findings as relevant, for example, by caste and ethnicity, gender, age, etc. The internal team and staff from IPs and local NGOs will meet each quarter to review and discuss findings. In these meetings, project staff will review the findings, assess progress made on

indicators, compare findings with the targets, examine differences between genders and across districts, identify gaps and challenges, etc.

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

Partners will have easy access to data sources and reports so that they can use the information for continuous quality improvement and reflection. Sajhedari will help partners to create regular and easy to understand charts and graphs to show progress at the community level, comparing target VDCs in the spirit of collaborative competition and learning. Best practice VDCs will be identified and used for site visits for learning and sharing.

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

- District staff meet monthly to analyze and review findings on key process and output indicators. The activity tracking tool, as described above, will be used to compare achievements against targets, identify gaps and the reasons for deviations, if any, and make corrective actions.
- During the quarterly M&E meetings at the regional level, the M&E focal persons from IPs and district NGOs will meet as a group to review findings made on key process, output and outcome indicators (as relevant). These quarterly meetings will not only provide M&E staff a forum to discuss the findings from indicators but will also provide learning opportunities across IPs and local NGO partners. This enables district/cluster leads and program coordinators to identify those interventions needing more attention.
- The findings from the ongoing monitoring, monthly meetings, and quarterly meetings will feed into a broader discussion during the semi-annual review session where the internal technical teams of Pact, IPs and local NGOs, as well as senior management from Pact and USAID meet to review the results and outcomes. The main objective of this “results review” is to compare planned versus actual performance and results in order to strengthen and/or improve program performance.
- Pact will conduct annual review meetings in each district, where the findings of monitoring data will be shared with key government and community stakeholders. In addition to analyzing the data to measure progress against targets, the data will also be analyzed and shared in regards to GESI, engagement of youth and marginalized groups, and other relevant issues.
- Pact will submit quarterly performance reports to USAID, including both qualitative and quantitative data. Report sections will focus on significant activities implemented, progress in achieving program outputs and outcomes through the agreed-upon

indicators, challenges, lessons learned, plans for the next reporting period, and success stories. In addition to formal reporting, Pact will notify USAID immediately of any major issues that could impair the ability of the program to achieve its objectives. Such reports will include suggested actions to resolve the issues identified.

6.6 Data Quality Assurance

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

To ensure that the data collected are in compliance with USAID Data Quality Standards and are of highest quality, data quality issues for each indicator are identified in the Performance Indicator Reference Sheets. Data quality issues include risks and limitations as well as actions planned to ensure high data quality.

The general overview of the Data Quality Assurance plan for Sajhedari includes:

- *Well-designed tools:* Different Sajhedari partners have different data collection and recording tools. These will be shared among each other and used in different settings and contexts. However, the tools used will be standard (as relevant), consistent, tested, and disaggregated consistently, for example, by gender, age, and caste/ethnicity, etc.
- *Clear indicator definitions:* Indicators will be calculated as specified in the Indicator Table according to the specific instructions included in the Performance Indicator Reference Sheets.
- *Routine data verification:* After data are collected, the M&E focal persons at the IPs and district NGOs will examine this information to identify any inconsistencies or errors before data are entered into the database. The M&E Team and program staff will verify data, should there be any errors or inconsistencies.
- *Regular data review:* After findings become available, the technical teams along with M&E staff will review to see if there are any inconsistencies in trends, across groups, geographic areas, etc. Should there be differences, the team will investigate the issue in more depth before data are further analyzed and used.
- *On-site data verification:* Every quarter, the technical program team, with support from the M&E Team will verify reported data and other reports against project records and evidence (e.g. LNGOs and IPs monthly reports with hard copy attendance sheets; quarterly reports against monthly data compilation sheets, etc.). Quarterly, Sajhedari will carry out on-site data verification on a sampling basis, together with the partners, of the monthly/quarterly report data.
- *Data available for use and decision-making:* Data will be collected with the frequency specified in the Data Indicator Table so that relevant pieces of data are available in time to make timely management decisions.

- *Internal data quality assessments:* Sajhedari conducts an internal Data Quality Assessment annually using the USAID Data Quality Standards. The assessment has been done for key performance indicators and the Standard Foreign Assistance (F) indicators. Sajhedari has reviewed and developed its Data Quality Assurance Plan, which has guided the project in ensuring data quality standards.
- *Data quality audits*: Every year, before the annual reporting period, Sajhedari will conduct an internal Data Quality Audit. Sajhedari aims to make this process participatory where the partners, with support from the M&E Team, assess their own existing records and reporting system. Sajhedari has used tools such as Pact's standard "Organizational Performance Index (OPI)" to measure data quality issues and to analyze organizational change, particularly with regard to their performance in measuring outcomes and impact at the community level.

6.7 Geographic Information System

Sajhedari recognizes the importance of geographic location and potential location-specific barriers to community development. Being able to display results geographically and perform spatial analysis can add important new insights into stakeholders' understanding of trends and results.

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

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

6.8 Real Time Conflict Mapping through SMS (Revised)

In the first year of the project, SB worked with INSTEDD to develop and implement a real time conflict mapping system utilizing SMS. This system combines different monitoring mechanisms into a system that tracks and monitors conflict in the project districts. GIS mapping is built into this system. The purposes of the conflict mapping SMS monitoring system include:

- To rapidly track conflict related data
- To feed into Alternative Dispute Resolution/Community Mediation (ADR/CM) methodology in Sajhedari districts, providing local community mediators (CMs) with additional data for their mediation work
- To allow longitudinal mapping of local conflicts, their types, status and duration
- To direct annual and quarterly Conflict Assessments/Violence Against Women (VAW) Assessments
- To make programmatic decisions

Mechanisms for utilizing conflict mapping data include:

1. Reporting conflicts to community mediation centers, especially interpersonal conflict. Each CMC will report on an ongoing basis each case of conflict brought to them, disaggregated by ethnicity, gender, type of conflict, and reported months.
2. Generating automatic alert messages to the concerned stakeholders (internal team, IPs, police, etc.) for response mechanisms based on CMC reports.

The M&E Team will ensure that the system is fully integrated into the PBMS described above and that the data is available to USAID, project partners, other interested development organizations.

6.9 Perception Surveys

Semi-annual perception surveys will be conducted by an external local consultancy firm through an RFA/RFP. The perception surveys will provide valuable feedback to the Sajhedari team, local government bodies, and USAID on the people's perceptions of improvements in local service delivery, as well as perceptions of improved governance for planning, implementation and accountability to communities. These surveys will also assess the communities' perceptions on local government performance in general. Relevant outcome level indicators will be calculated from perception survey data as noted in the PIRSs.

Sajhedari intends to use the findings from the surveys to adjust programming and use project resources to address the findings and recommendations. These surveys will provide a valuable source of information about changes over time in people perceptions on the local bodies' service delivery, participation of local citizen in community development and local government activities, and the role CSOs play in strengthening the interface between local citizens and their government bodies.

6.10 Evaluation and Special Studies (Revised)

6.10.1 Single and Continuing Assessments

Over the 5-year duration of the project, a number of assessments will take place to monitor specific activities on an ongoing basis. A list of specific assessments is provided in Table 1.

Table 1: Planned Assessments and Frequency

Type of assessment	Timing	Responsible Party
Rapid assessment of local level conflict and violence	Baseline	Saferworld
Conflict assessments	Quarterly and annually	Linked to SMS conflict monitoring system, Saferworld
Community development assessment	Baseline	NEPAN
Local government rapid assessment	Baseline	CNAS
Violence against women assessment		Pact, through external individual expert
Judicial system assessment		CeLRRd, through external individual expert
Rapid assessments of youth and women economic groups	At the start of the LNGO work with women and youth groups	LNGOs
Participatory planning methods assessment report	In preparation for the participatory planning training	
Thematic outcome assessment	Quarterly	SB M&E Team
Perception survey	Semi-annually	External consultancy firm through RFA

6.10.2 Impact Evaluations

Baseline/Mid-term/Endline: The phased implementation approach provides a unique opportunity to measure the impact and the sustainability of the project in line with the guidance of USAID's Evaluation Policy. The Phase 2 VDCs will serve as controls for the phase 1 VDCs at project midterm, providing a counterfactual that robustly measures the impact of Sajhedari. Pact conducted the baseline assessment. It is expected that an external evaluator, appointed and funded by USAID, will do the mid-term (in August/September, 2015) and end-line measurements. The overall impact evaluation will provide for 3 repeated surveys at baseline, mid-term and end-line in phase 1 VDCs (25%) and phase 2 VDCs (25%).

Baseline Strategy for Sajhedari Bikaas

		Project years*				
		1	2	3	4	5
		Baseline survey		Midterm survey		Endline survey
Phase 1 VDCs	Program activities	Intervention				
Phase 2 VDCs	Program activities	Control			Intervention	

*each block represents a 6 month period

Baseline survey	establishes a baseline for future evaluations determines comparability of Phase 1VDCs and Phase 2 VDCs
Midline survey	provides evidence of impact, comparing intervention group (Phase 1 VDCs) with a control groups (phase 2 VDCs) provides additional evidence of impact (triangulation) comparing Phase 1 VDCs before and after the intervention
Endline survey	provides evidence of impact, comparing intervention group (Phase 2 VDCs) before and after the intervention. provides evidence of sustainability, comparing Phase 1 VDCs internally over time, and comparing phase 1 VDCs with control VDCs)

The baseline was completed January 2014. The baseline methodology, data, analysis, and other documentation materials will be shared with external evaluators for the purpose of maintaining consistency in measurements during the mid-term and end-line evaluations (a mid-term review was conducted in August-September and an endline evaluation is anticipated in July 2017).

6.10.3 Additional Evaluations

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

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

Sajhedari is being implemented in a very dynamic and uncertain socio-political context (constituent assembly election, transition to federalism, potential ethnic uprising in and around the discussion on federalism, etc.) that has the potential to disrupt the ongoing transition to democratic processes. These events include:

- National elections held
- Local elections held
- Promulgation of new constitution

- Transition to federalism
- Political instability and reemergence of conflict, including ethnic and/or armed conflict, prolonged violent strikes (*bandhas*)
- Disaster in the targeted areas

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

7. Linkage with USAID's Country Development Cooperation Strategy (Revised)

USAID/Nepal's CDCS goal for the FY 2014-2018 period is to realize "a more democratic, prosperous, and resilient Nepal." It further envisions that over the next five years, "Nepal's national and local government institutions are more representative of the population; more responsive to citizen needs and demands; more inclusive of women, traditionally excluded castes and religious and ethnic minorities, and other vulnerable groups; and more accountable to the citizens they serve." The primary focus of the CDCS is "targeting governance investments to improve service delivery and in particular the GON's ability to deliver results in these sectors." To do so, USAID places emphasis on "the ability of all citizens to participate in and place demands on government, of government to meet those demands, and of citizens to hold government accountable."

Over the lifetime of the project, the goal and objectives that Sajhedari intends to achieve are targeted to support the USAID/Nepal's CDCS goal of increasing progress towards democratic, resilient, and prosperous Nepal. Sajhedari interventions primarily support all three intermediate results (IRs) of Development Objective 1—More inclusive and effective governance. Sajhedari will contribute in USAID/Nepal's CDCS approach by:

a. **Governance and System Strengthening**: Sajhedari activities are primarily focused at system strengthening of Nepali counterpart institutions (VDC structures, local CBOs/CSOs, ward citizen forums, women's economic groups, youth groups, and user groups) at the sub-national level. Organizational capacity building of partners is the key area upon which Sajhedari will focus. Sajhedari will use Pact's standard "Organizational Performance Index (OPI)" tool as a key tool for measuring the results of the project's capacity development work and the level of performance of government and non-government partners.

Sajhedari Indicators to Support Governance and System Strengthening:

DO 1: More inclusive and effective governance
IR 1.1: Peaceful political environment sustained
• Proportion of households that have experienced conflict in the past year that have used peaceful means to resolve the conflict • Proportion of all mediation cases opened during the quarter preceding the period that

were settled within 3 months • 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) • Number of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance. • Proportion of supported economic groups that provide more than 5 loans per year to their members • Number of youth who started a business or found a job through project activities • Number of individuals who received USG-assisted training on gender equality and social inclusion and the understanding of the root causes of the conflict
IR 1.2: Accountability of selected institutions strengthened
• Proportion of citizens who feel that the administration of funds in the VDC is transparent • % improvement in positive citizen views on the effective implementation of community development projects • % improvement in positive citizen views on VDC service delivery • Proportion of Ward Citizen Forums who have tracked their budget allocation • Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects • Number of Ward Citizen Forum that review the village development plan to ensure equitable distribution of local resources • Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards

b. **Inclusive Participation**: Sajhedari's approach to inclusive participation will be ensured by mainstreaming GESI in all program interventions. As highlighted in the GESI strategy and indicators above, the project will use disaggregated data, measurement, and analysis to track GESI results and outcomes. Identifying GESI gaps at the VDC, ward, and community levels will be utilized to better plan, monitor, and support the implementation of GESI-related changes. In every sector in which the project works, GESI will be reflected and integrated into indicators, achievements, and results. In addition to GESI indicators as highlighted above, Sajhedari will support the IR1.3 (Civic participation and advocacy increased) under Development Objective 1 of USAID/Nepal's CDCS by ensuring that the supported institutions (IPs, LNGOs, CSOs/CBOs, women and youth economic groups, user groups, WCFs) develop their own GESI strategies/charters and put them in practice.

Sajhedari Indicators to Support Inclusive Participation:

DO 1: More inclusive and effective governance
IR1.3: Civic participation and advocacy increased
• Proportion of citizens (disaggregated by gender, caste/ethnicity, age) who indicate that they actively participate in the decisions around VDC community development projects • Proportion of community projects that are allocated to women, youth or marginalized

groups
- Proportion of ward citizen forums(WCFs) with GESI strategies in place
- F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) – (Disaggregated by age and caste/ethnicity)

c. **Expanded Use of Nepali Entities**: In line with USAID/Nepal's CDCS, Sajhedari will pursue opportunities to implement its activities through locally based organizations, including but not limited to Civil Society Organizations (CSOs), Community Based Organizations (CBOs), User Groups (UGs), and sub-national government entities. Sajhedari will partner with two national-level NGOs (Youth Initiative and CeLRRd) and at least 18 district-based local NGO partners to implement the project interventions in the targeted communities. With assistance from Pact's internationally-recognized suite of capacity-building tools, these national and local NGOs will have the staff capacity and contextual knowledge to not only serve as critical implementing agencies in the project, but also as key guarantors of long-term sustainability. Sajhedari aims to ensure that by the end of the project each of the designated districts will have NGOs capable of sustaining the efforts that ensure their communities are able to access resources for future development; effectively engage women, youth and other marginalized groups in the community's work to form new local entities; and that communities are assuming the responsibility to build a positive future.

Sajhedari Indicators to support expanded use of Nepali Entities

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

d. **Geographic focus/Programmatic Integration**: Sajhedari will be implemented primarily in 50% of the total VDCs of six districts in the Mid-West and Far-West

regions — 2 middle hills and 4 southern plains (Terai) districts.[2] These districts/VDCs will overlap with existing USAID's Presidential Initiative programs (FTF, GHI, GCC) in these two regions. Additionally, SB will work in up to 108 VDCs in six districts that were affected by April/May earthquakes. The districts are: Lamjung, Gorkha, Dhading, Dolakha, Ramechap, and Makwanpur. SB will coordinate with these programs, in collaboration with GON, other donors, CSOs and private sector organizations, in the targeted districts/VDCs to support the second Development Objective, "Targeted populations made more economically, environmentally, and socially robust." Sajhedari will build upon existing management structures (like WCFs, CACs, User Groups) and practices prevalent in the targeted districts, instead of creating new ones.

[2] In Year 3, USAID approved partial support in the 50% of VDCs in each district that are not Sajhedari's primary focus. In these VDCs, Sajhedari will support the preparation of Periodic Village Development Plans (PVDP), as well as training in computer software developed by the Ministry of Federal Affairs and Local Development (MoFALD).