

SAJHEDARI BIKAAS: Partnership for Local Development

Year 4 Work Plan

December 1, 2015 – November 30, 2016 *(Revised June 2016)*



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ACRONYMS

ADR	Alternative Dispute Resolution
CAC	Community Awareness Center
CAG	Content Advisory Group
CAR	Community Action Researcher
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 Management Units
CPN-UML	Communist Party of Nepal-United Marxist Leninists
CSO	Civil Society Organization
CTDP	Community Town Development Plan
DAO	District Administration Offices
DAT	Data Abstraction Tool
DDC	District Development Committee
DDRC	District Disaster Relief Committee
DFC	District Field Coordinator
DIDC	District Information Development Center
DYN	District Youth Network
DQA	Data Quality Assurance
EA	Equal Access
FY	Fiscal Year
GBA	GESI Budget Audits
GBV	Gender-based Violence
GESI	Gender Equality and Social Inclusion
GIS	Geospatial Information System
G-NGO	Governance NGO
GoN	Government of Nepal
GUC	Grants Under Contract
GPS	Global Positioning System
GRB	Gender-responsive Budgeting
IPC	Implementing Partner Committee
IPFC	Integrated Planning Formulation Committee
IRAP	Internal Revenue Assessment and Projection
IVR	Interactive Voice Responses
LGCDP	Local Governance and Community Development Programme
LNGO	Local Non-governmental Organization
LYG	Local Youth Group
M&E	Monitoring and Evaluation
MoFALD	Ministry of Federal Affairs and Local Development
MTMP	Municipality Transport Management Plan
NGO	Non-governmental Organization
NN	<i>Naya Nepal</i>
NAR	National Authority for Reconstruction
NSET	National Society for Earthquake Technology
OCA	Organizational Capacity Assessment
OPI	Organizational Performance Index
PC	Project Coordinator
PDDP	Periodic District Development Plan
PBC	Public Beneficiary Committees

PETS	Public Expenditure Tracking System
PMC	Project Monitoring 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
RYN	Regional Youth Network
SB	<i>Sajhedari Bikaas</i>
SEDC	Safe and Effective Development in Conflict
SMS	Short Messaging Service
SSMK	<i>Saathi Sanga Manka Kura</i>
STTA	Short Term Technical Assistance
TAF	The Asia Foundation
ToT	Training of Trainers
UCPN	Unified Communist Party of Nepal (Maoist)
USAID	United States Agency for International Development
VDC	Village Development Committee
VDRC	Village Development Relief Committee
VERS	Vital Events Registration System
VSMC	Village Supervision and Monitoring Committees
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 4 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 4 include:

Inclusive Participation

In response to the Mid-term Evaluation Report findings regarding incorporating Gender Equity and Social Inclusion (GESI) in our programs (page 24, Mid-term Evaluation Report), SB will integrate GESI messages or sessions in all of its program interventions and capacity building trainings, especially for Social Mobilizers (SM), Local Youth Groups (LYGs), women's economic or WORTH groups, Ward Citizen Forums (WCFs) and key staff from local NGO partners. As highlighted in its GESI strategy, the project uses disaggregated data measurement and analysis to track GESI results and outcomes. In Year 4, SB will also support reformation of WCF, LYGs, and Radio Listeners' Groups (RLG) using a GESI lens and encouraging partners to formulate and implement GESI strategies of their own. Implementation of micro-projects will meet GESI criteria, including specific benefits to youth, women, or marginalized communities and at least 33% female representation in the Project Monitoring Committee (PMC). In consultation with the Ministry of Federal Affairs and Local Development (MoFALD) and Local Government and Community Development Programme (LGCDP), SB will support GESI-responsive budget analysis at local institutions, including District Development Committees (DDC), Village Development Committees (VDC), and new Municipalities.

Use of Nepali Entities

During Year 4, SB will continue to partner with one national-level NGO—Center for Legal Research and Resource Development (CeLRRd). By the end of the project each of the 12 project 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 MoFALD, with an emphasis on organizational capacity building of WCF, VDCs, and DDCs. SB will use Social Audits, Public Audits, Public Expenditure Tracking System (PETS) surveys, and Public Hearings to assess and address gaps in government service delivery. SB will also support District Disaster Relief Committees (DDRCs) and VDC Disaster Relief Committees (VDRCs) to enable them to effectively plan and implement earthquake recovery activities. Through micro-projects, SB will strengthen the monitoring capacity of local citizens' groups to provide oversight in the implementation of development projects. Similarly, SB will work with 23 recently expanded municipalities to strengthen their capacities to plan and maintain transparency.

Geographic Focus/Programmatic Integration

SB's activities were designed to cover 115 VDCs in the six original project districts (Banke, Bardiya, Dang, Kailali, Kanchanpur, and Surkhet) in two phases. SB would cover 58 VDCs

during Phase 1 of the project and 57 VDCs during Phase 2. However, during Year 3 of the project, 15 Phase 1 VDCs and 13 Phase 2 VDCs merged into newly-formed municipalities. In order to accommodate these changes, SB now covers 43 Phase 1 VDCs, 12 Phase 1 municipalities, 44 Phase 2 VDCs and 10 Phase 2 municipalities.

SB's primary target area in the original six districts was designed to cover 50% of the VDCs in these districts. In response to MoFALD's policy of ensuring 100% VDC coverage in each district, and in consultation with USAID, SB designed two activities to provide partial support to the VDCs not previously covered by SB activities. During Year 4, SB will support development of two strategic documents—PVDPs and Village Profiles—in 55 non-SB VDCs. In addition, at the request of MoFALD, SB will provide six refresher trainings on MoFALD computerized accounting, one regional-level training of trainers (ToT) on Vital Events Registration System (VERS) software, and district-level VERS training upon the request of each district. This limited support will assist MoFALD to meet its goals more comprehensively, ensuring that no VDC is "left behind." This adheres to the Mid-term Evaluation Report since "scaling up" of earlier support and the "usefulness" of a more organized data management for the local planning has been noted by the Mid-term Evaluation Report (page 35).

Following the devastating earthquakes in April and May 2015, SB expanded activities into six new recovery districts (Dhading, Dolakha, Gorkha, Lamjung, Makwanpur, and Ramechhap) in the Western and Central development regions. SB will work in 106 VDCs and one municipality within these districts to support earthquake recovery efforts. This will include a range of integrated interventions to create an enabling environment for inclusive local development while also strengthening local institutions and governance processes.

Table 1. Breakdown of VDC/municipalities of SB

	Original Target		Revised Target	
	VDCs	Municipalities	VDCs	Municipalities
Original Districts				
Phase 1	58	0	43	12
Phase 2	57	0	44	10
Partial support	0	0	55	0
Recovery Districts	90	0	106	1
Total	205	0	248	18*

Note: Five municipalities overlap in Phase 1 and Phase 2

Transition from Phase 1 to Phase 2 VDCs

In Year 4, SB will continue limited activities to strengthen and sustain results in Phase 1 VDCs. SB will support one more planning cycle in Phase 1 VDCs during Year 4, and two full planning cycles in Phase 2 VDCs in Years 4 and 5. By January 2016, SB will hand over all 58 Phase 1 Community Mediation Centers (CMCs) to their VDCs, but will continue quarterly practice sharing and monthly meetings until September 2016 for sustainability of good practices. SB will continue full support to 99 Phase 1 WORTH groups (that were established in July 2015) until September 2016. The 127 WORTH groups established earlier will receive only limited support until September 2016, including data collection, mentoring, progress review, and activities to promote linkages between the groups and government service centers. SB will provide appropriate inputs to "change agents" and "critical mass" (page 23, Mid-term Evaluation Report) to ascertain sustainability and/or institutionalization of behaviors and results, starting from the capacity development initiative for NGO partners (using Organizational Capacity Assessment or OCA/ Organizational Performance Index or OPI) in February 2016. A firm will be hired and it will focus on performance- and sustainability-specific capacity building initiatives among others.

New Municipalities in SB Working Areas

SB will work in 10 municipalities (emerged from 13 target VDCs) during Phase 2 in the original six districts, and one municipality in the recovery districts in Year 4. In the 10 municipalities of core districts, SB will support development of two Comprehensive Town Development Plans (CTDPs), eight Municipal Transport Master Plans (MTMP), up to 10 revenue assessment projection studies, and 10 trainings to support the implementation of municipal building codes and/or bylaws. These are the current priorities of MoFALD that were determined through two meetings with the Chief of Municipality Division at MoFALD in October and November 2015. The recipients of these trainings could be WORTH and local youth groups members among others. SB has agreed with the Municipality Division of MoFALD that the trainees will be key players in the implementation of municipal building codes and/or bylaws. Additionally, SB will also train the Integrated Planning Formulation Committees (IPFCs) and WCFs of 10 municipalities on local planning processes, as well as the Municipality Supervision and Monitoring Committee (MSMC) on social accountability tools. In recovery districts, SB will support one municipality to formulate a municipal recovery plan, and implement micro-grants and social accountability tools.

Activities in Earthquake-affected Districts

In the aftermath 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. In August 2015, USAID approved the addition of 106 VDCs and one municipality in six earthquake-affected districts (see above) to SB project areas. In these districts, SB will draw upon its core strengths to provide a quality, medium-term recovery response by extending strategic elements of its ongoing program. 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) facilitation of the post-disaster planning process; 2) capacity building of DDRC; 3) rapid roll-out of locally-managed small-scale infrastructure projects and community initiatives; 4) coordination of integrated mobile service camps; 5) citizen oversight, social accountability, and public reporting; and 6) mitigation of grievances and disputes.

Flood Preparedness and Response

Most of Sajhedari core districts are flood-prone zones with a history of severe effects on lives and livelihoods during the monsoons. With the increased knowledge and experience in disaster response, SB will plan and implement 12 micro-projects in the six core districts. SB will approach National Society for Earthquake Technology (NSET) for technical assistance on how and whether or not the design and construction meet the national standards. The micro-projects will be used to strengthen flood or landslide preparedness, mobilization of youth and WORTH groups to engage with DDRCs or VDRCs, and flood response. The activities will take place in the second and third quarters of Year 4. At least 50 percent projects will be designed on preparedness and selected using the VDC plans, while other 50 percent will respond to the immediate needs in the aftermath of floods or landslides. The projects will be determined by WCF and endorsed by IPFC. The engagement of community organizations such as youth groups and women's groups will be ensured.

Coordination with Other USAID Partners

As an integrated governance project, SB underlies USAID's work across all development sectors. Its project areas overlap with USAID's Presidential Initiative programs—Feed the Future, Global Health Initiative, and Global Climate Change. In Year 4, 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*. In particular, coordination with USAID partners will be prioritized for the planning process, infrastructure-projects, and in the implementation of social accountability tools.

Activities Carried Over to Phase 2

Due to delays caused by earthquakes and ongoing political protests, several activities planned for Year 3 will be carried over to Year 4. These include: comprehensive social accountability training, support to municipalities, capacity building of and policy work with MoFALD, joint monitoring visits, capacity building of FM stations, exposure visits of WORTH groups, governance OCA, and VDC-level women's forums. The annual partners' meeting planned for November 2015 will be held in February 2016 instead.

Continuing Political Unrest

At the time of this writing, the duration of political protests and disturbances remains uncertain. SB will take all necessary measures to ensure timely implementation and monitoring of scheduled activities despite the disturbances. District-based field coordinators will submit monthly security and situation reports, which will be consolidated and updated by SB's security focal person in Nepalgunj. This will enable SB to timely track the planned protests and curfews and adjust program schedules. In addition, SB will prioritize intra-district activities should there be prolonged protests in multiple districts. Indian routes will be utilized when necessary.

Coordination with and support to MoFALD

In Year 4, SB will draw on data and learning of SB program to leverage policy reforms at national level. SB will support MoFALD in convening quarterly community mediation meetings at the national level involving national and international NGOs, community mediation donors, and officials from Nepal's Judiciary, Mediation Council, and the Ministry of Law. This mechanism led and coordinated by MoFALD and CeLRRd respectively will provide policy inputs to the community mediation division at MoFALD. SB will also work the community mediation division to explore the possibility of developing national guidelines for CMC in Municipality.

In a similar vein, to promote transparency within MoFALD, SB will strengthen MoFALD's internal audit systems leading to formulation of national guidelines for local government. The lessons learned from the development of two Comprehensive Town Development Plans and resulting approach papers will serve as a basis to revise policy for town development. Similarly, SB and LGCDP will hold quarterly meetings in each of the six original districts to harmonize programs at the local level. This will respond to some of the concerns raised by the Mid-term Evaluation (page 23, Mid-term Evaluation Report). SB anticipates close coordination on recovery programming with MoFALD and its local agencies, particularly to develop guidelines for recovery plans, determine the areas for capacity building of DDCs and DDRCs, and help MoFALD conduct a regional Training of Trainers (ToT) on gender-responsive budgeting (GRB) and GESI budget audits (GBA). The VDC-level GBA will lead to feedback on the relevance of the existing indicators included in the GESI budget guidelines.

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 4 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.

Based on the successes of social marketing campaigns about community mediation this past year, SB will continue to raise awareness among local communities of the benefits of community mediation through social marketing campaigns that will reach approximately 76,000 people in core and recovery districts during Year 4. As more cases of conflict are settled by community mediation, 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.¹ Through SB support, 175 CMCs will be operational in Year 4: 58 in Phase 1 VDCs/municipalities, 57 in Phase 2 VDCs/municipalities, and 60 in recovery VDCs/municipalities. The CMCs will engage 4,365 community mediators (CM) to mediate a target of 7,500 cases (5,000 in original and 2,500 in recovery districts), with a target resolution rate of 60%. Upon SB's repeated request, the community mediation division at MoFALD has finally agreed to send a letter to all SB VDCs to allocate budgets for CMCs. At the moment, VDCs cannot use their operation budgets for CMCs. The letter will be issued immediately after MoFALD and USAID sign the SB-specific Memorandum of Understanding (MoU). Additionally, a CMC assessment will be carried out in December 2015 to understand what is required to successfully handover CMCs to local government. A seed-fund of NRs. 50,000 will also be provided so that CMCs after the handover may carry on key activities until local CMC managers and VDC officials raise sufficient additional funds. Guidelines will be revised for transparent and participatory management of funds using successful models and the assessment results (CeLRRd/UNDP, for example).

The social and economic disturbances and competition for scarce resources that characterize post-disaster situations inevitably give rise to increased community-level grievances and conflict. In the recovery and core districts, SB will coordinate with MoFALD and other government agencies to promote effective referral networks and CMC sustainability, with the objective of transferring trained mediators and model procedures to MoFALD by the end of the project. During Year 4, SB will consult with MoFALD on modalities of implementing dispute resolution in earthquake-affected districts, and will conduct scoping visits and consultations to select the 60 target VDCs/municipalities (to be completed in Quarter 1). Mediator training in both core and recovery districts is scheduled for the second quarter of year 4. Social marketing will be conducted in February and April respectively for core and recovery districts and will continue throughout Year 4.

The community groups such as WORTH, RLGs, and LYGs will receive shortened version of mediation training (more focused on communication part) in quarter 2. In addition, CeLRRd and Equal Access (EA) will work together through community radio stations to market CMCs, which will go beyond the life of SB. The community groups will also be engaged in social marketing.

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

To achieve Result A.2, SB will assist youth, women, and other marginalized groups to participate fully and meaningfully in community planning processes and activities, and increase their economic resources and opportunities. The main focus will be on WCFs,

¹ Perception Survey III found that 53% of respondents were aware of the roles and responsibilities of CMCs. Twenty-nine percent of respondents were very satisfied with CMC services, 47% satisfied, and 24% dissatisfied.

which SB views as the most critical local body for citizen engagement in planning and development decisions.

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 4, SB will form or reform² a targeted 222 new groups in Phase 2 VDCs and train an additional 99 recently-formed groups in Phase 1 VDCs in micro-enterprise development and capacity building. The groups will engage in small-scale lending and profit management throughout the year, with a target of 80% of the groups providing more than five loans to their members during the year. Similarly, a minimum of 216 youth will be trained in SB programs, and 3,000 engaged in community development activities. One hundred percent of project VDCs in the six original districts are targeted to have LYG members participate in the local planning process and social accountability events. 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 Kura (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 one national and 18 local media partners to highlight activities related to other SB components, including community mediation, youth engagement, WORTH, and local government planning and implementation. SB plans at least eight public service announcements (PSA) that will be broadcast a total of at least 13,000 times in Year 4. These PSAs will cover topics ranging from citizen participation in local planning to women's rights and disaster recovery.

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 WCFs, CACs, and IPFCs—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 4, SB will support the development of 40 Periodic Village Development Plans (PVDPs), 40 VDC Profiles, and 44 VDC Internal Revenue Assessments and Projections (IRAP) in 44 Phase 2 VDCs. Additionally, SB will develop PVDPs and Village Profiles in 55 non-SB VDCs in original districts and 106 VDC recovery plans and one municipal recovery plan in recovery districts. As part of this process, partners will train VDC officials, WCF members, CAC members, and

² In some cases, SB reforms previously established women's groups to participate in the WORTH program.

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 critical roles in the absence of elected local government, and are likely to continue to function beyond local elections as platforms for citizen participation and voice.

In Year 4, SB will work in 10 Phase 2 municipalities (into which 13 SB target VDCs have been merged) and one municipality in the recovery districts (into which two SB target VDCs have been merged). In these municipalities, SB will support two Comprehensive Town Development Plans (CTDP), eight Municipality Transport Master Plans (MTMP), and 10 trainings to support the implementation of municipal building codes. In municipalities, SB will train IPFCs on the local planning process and Municipality Social Mobilization Committees (MSMCs) on social accountability tools. Similarly, in recovery districts, SB will support one municipality in formulating a recovery plan and implementing micro-projects and social accountability tools.

Result B.2: Strategic municipality/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 of 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 provide support to 486 WCFs and 44 CACs in Phase 2 VDCs/Municipalities. 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.). SB will coordinate with the LGCDP, DDCs, and VDCs in identifying resources, whether financial, technical, or organizational, to strengthen WCF capacity. In addition to providing technical support for various components of PVDPs, SB will organize at least one meeting in each of 855 wards (including 40 Phase 2 VDCs and 55 new non-SB VDCs) involving WCF, CAC, youth groups, WORTH groups, RLGs, and other community members to review and provide feedback on PVDPs. SB will further organize a two-day VDC-level training for 3,500 VDC staff, SMs, and local stakeholders where the participants will learn to reconcile PVDPs and annual plans.

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 allow for mechanisms of verification and follow-up by MoFALD and the National Planning Commission. Similarly, SB will support development of two Comprehensive Town Development Plans, eight MTMPs, 95 PVDPs, 95 Village Profiles, 44 IRAPs, and 107 recovery plans.

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

Outcomes

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

SB supports micro-projects through a community contracting mechanism for 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 that benefit local communities. In Year 3, SB supported 60 micro-projects for small-scale infrastructure and 22 micro-projects for vocational training programs that resulted in 403 community members being trained in marketable skills. In response to the USAID's Mid-term Evaluation Report "SB's legacy would be much more significant if these improvements could be sustainable and rolled out at a larger scale" (page 43), in Year 4, SB plans to award 258 micro-projects as follows: Phase 1 VDCs/municipalities = 41 awards, Phase 2 VDC/municipalities = 87 awards, and Recovery VDCs/municipalities = 130 awards. All micro-projects will have "actionable" sustainability and maintenance plans that will be implemented through local mechanisms such as Implementing Partner Committee (IPC) and Project Monitoring Committee (PMC). The training for IPCs and PMCs will continue in Year 4.

Additionally, in order to improve the responsiveness of government institutions to local demands, SB will strengthen the ability of 486 WCFs and 44 CACs in Phase 2 districts and 963 WCFs in recovery districts to meet their responsibilities. SB will conduct 1,449 local-level planning orientations for 36,225 WCF representatives throughout all 12 SB districts and will conduct 161 VSMC trainings in Phase 2 VDCs and municipalities.

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

To achieve outcomes under Result C.1, SB will 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 258 micro-grants or sub-contracts through a community contracting model that IPCs in selecting projects, evaluating bids, and project supervision. One hundred and sixty-one two-day community-level workshops will be conducted in recovery and Phase 2 VDCs to promote government-accepted social accountability tools such as social audits, public hearings, and exit polls. The training will be provided to 161 VDC/municipal-level Monitoring Committees and other VDC/municipal-level oversight committee members, which will include 4,025 participants. 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. In recovery districts, SB's local partners will conduct 90 two-day social accountability tool trainings for 2,250 VSMCs and VDC stakeholders. The training will build VSMC and VDC stakeholders' capacity to supervise and monitor ongoing projects. A total of 258 IPCs will administer financial resources of micro grants, 258 PMCs will monitor financial transparency of micro grants, and 1,610 WCFs and CACs (select members) will participate in the implementation of social accountability events.

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 4 activities will focus on representation of youth, women, and marginalized groups in 258 IPCs and 258 PMCs that oversee local development projects. SB will utilize participatory, inclusive community meetings that include representatives from WCFs and CACs to select IPC/PMC members. A total of 3,096 citizens in project VDCs are expected to actively participate in decisions around VDC community development projects-at least 40% of them will be from marginalized communities.

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 IPCs). By the end of Year 4, at least 21 supported local NGO partners, and 50% of WORTH groups will have improved organizational capacities as measured through the OPI. During Year 4, SB will build the capacity of 258 IPCs to oversee the management and maintenance of micro-projects. Based on lessons learned in Year 3, the IPCs will develop long-term operation and maintenance plans to ensure the sustainability of micro-projects and SB will orient community members on importance of sustainability of community-based projects.

Thirty-five CMCs have already been supported by VDCs³, and more are expected to receive support in Year 4 through PVDP and annual plans. As WEG members become more skilled and economically successful, they are expected to participate more fully in local development decision-making as members of WCFs, CACs, and IPCs/PMCs among others. Additionally, at least 58 Phase 1 WORTH groups are expected to have established formal linkages with external financial institutions by the end of Year 4. 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

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.

³ To date, local VDCs are supporting 35 CMCs by providing office spaces and supplies, constructing office buildings, helping with social marketing, and supplementing salaries.

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 3, SB provided desktop computers, printers, and solar panels for electrical backup to 53 Phase 1 VDCs in its project districts. Twenty-three computers and 44 printers will be provided to Phase 2 VDCs by the first quarter of Year 4. These supplies have allowed local government bodies to set up their accounting software systems. In Year 4, SB will conduct refresher trainings in both Phase 1 and 2 VDCs on the operation of VDC accounting software. In addition, SB will strengthen the capacity of six DDC offices. As advised by MoFALD, the capacity building areas will be demand-based and will be determined in consultation with each DDC.

SB's recovery team and governance NGO (G-NGO) partners will organize at least six two-day trainings on disaster response, planning, and accountability tools for 240 DDRC members. At these meetings, SB will share information regarding ongoing recovery activities and solicit feedback from the community in order to improve project performance. In original and recovery districts, SB will also facilitate 11 integrated mobile service camps and 150 sectoral mobile service camps to assist line agencies in better reaching under-served populations in districts; this will be done in coordination with other USAID implementing partners where possible.

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 4. As advised by the Mid-term Evaluation Report (page 42), SB will explore opportunities to support civil society organizations such as the Association of District Development Committees, Municipality Association of Nepal, and National Association of VDCs in Nepal 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 is supporting Public Expenditure Tracking System (PETS) surveys 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. It utilizes an innovative tool that includes political-economy analysis of downward fund flows, identifying interests and critical decision points. SB will work with 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 4, it is anticipated that at least 60% of supported WCFs will periodically track their VDC budget allocations.

2.0 CONTEXT

2.1 POLITICAL & SECURITY CONTEXT

Recent developments in Nepal's political and security situation present challenges as well as potential opportunities for SB in the coming year.

The promulgation of the Constitution on September 20, 2015 sparked tensions between the government and Terai-based political parties. Representatives of the Tharu community and a coalition of four Madhesi parties—the Samyukta Loktantrik Madhesi Morcha (SLMM)—organized protests at various points along the Nepal-India border demanding that the Terai be split into Madhesi provinces, naturalized citizens be permitted to hold the highest government posts, and representation be based on population rather than geography. In support of the protestors, India advised the Nepal government to take the Madhesi and Tharu demands into consideration. In late September, India began to impose strict inspections along the border, immediately choking fuel, medicine, and food exports to Nepal. At the time of this writing, essential supplies from India remain blocked, causing immense disruption to everyday life. It remains uncertain when protests along the border will end or imports will resume.

SB's districts in the Mid and Far Western Terai are vulnerable to long-standing ethnic tensions that could be exacerbated by protests and debates over the Constitution. There are concerns that the legitimization of the protestors' use of violence could inspire new groups to adopt violent tactics in order to demand additional changes to the Constitution, especially with regards to the demarcation of states. Disagreement between political parties could also affect the regular fiscal budgeting process and undermine local development efforts.

Recovery in SB's earthquake-affected areas in the Western and Central development regions has also been affected by the fuel crisis and political controversy. While the outpouring of support for earthquake victims by families and community groups in the wake of the disaster demonstrated the strength of Nepal's social fabric, the government's reconstruction efforts remain stalled at the time of this writing.⁴ The government has thus far been unable to forge consensus to pass the National Authority for Reconstruction (NAR) Bill. With first the monsoon, and now the upcoming winter making temporary arrangements more precarious for the earthquake victims, local officials and development actors are still looking to the national government for policy guidance.

While highly challenging in the near term, the constitutional debate and local government restructuring may eventually provide an unprecedented opportunity for bringing previously excluded groups into the political process, which SB is well positioned to help. Although local elections are far from the political agenda of any major party at this time, should they occur in Year 4 or 5 of the project they will provide a platform for increasing the scope and quality of citizen participation as voters, candidates, and ultimately elected officials in new local government structures.

Due to the uncertain political and security context, remaining flexible will be a requirement for work in SB project districts during the coming year. It is likely that Pact, in conjunction with USAID, will need to respond to evolving opportunities and challenges through new initiatives that will augment those already included in this Year 4 work plan.

⁴ "Follow the Money for Effective Post-quake Reconstruction and Recovery"; Republica; July 5, 2015

2.2 SIGNIFICANT NATIONAL AND REGIONAL TRENDS

Identity-based Tensions

The identity-based tensions reported by SB assessments in Year 3 were connected with political issues, such as the federalism model and demarcation of provinces. Failure to meet Madhesi demands or, alternatively, accommodation of Madhesi demands without broad-based consultations, could increase identity-based tensions throughout the country, including in SB project areas.

Lack of Economic Opportunities

Not only is India the primary source of Nepal's important petroleum products, but it is the point through which many third-country imports must travel. Due to the shortage of fuel and raw industrial materials, factories throughout the country have either remained shut or reduced production. This together with the effects of the earthquakes has adversely affected household incomes, and is likely to increase migration out of the country. The IMF's Country Report No. 15/317, released on November 16, 2015, estimates that growth of Nepal's real GDP decelerated from 5.5% in 2013-14 to 3.4% in 2014-15 as a result of the earthquakes.⁵

Local Elections

Local elections, which hold the potential to transform the political and development landscape, may be further postponed unless there is a breakthrough in negotiations between the SLMM and government on contentious constitutional issues. Even if there is a breakthrough, there is still a possibility that the UCPN (M) would resist it in the wake of its weakening position. If local elections do take place, SB will have to adjust its program accordingly. 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 locally-elected government in Nepal and the increase in citizen participation that it promises.

Gender-based Violence

The incidence of gender-based violence (GBV) in SB project areas remains high, with cases of rape, domestic violence, and sex trafficking widely reported. The majority of respondents in SB's conflict assessments last year mentioned recent cases where women had been burned or otherwise abused for not bringing a large enough dowry into their marital homes. Sex trafficking was perceived to be taking place in Banke, Bardiya, Kailali, and Kanchanpur. With growing Terai unrest, the situation is not likely to improve.

Crime and Black-marketing

Crime was a concern of respondents of SB's sixth conflict assessment carried out in Banke, Bardiya, Kailali, and Surkhet.⁶ The assessment found an absence of armed groups or cases of extortions and abductions for most of Year 3. Instead, theft and drug smuggling were reported to be the main criminal activities, along with human trafficking. If the political protests and the border blockade continue, the rule of law in project districts and gang-based crime and black-marketing is likely to increase.

⁵ International Monetary Fund (2015) *IMF Staff Country Reports: Nepal- 2015 Article IV Consultation- Press Release; Staff Report; and Statement by the Executive Director for Nepal*. USA: IMF.

⁶ This was a rapid conflict assessment tracker focused on changes in conflict and violence which have occurred since December 2013-February 2014, when the last tracker was completed.

3.0 DETAILED ACTIVITIES BY OBJECTIVE

During Year 4, SB will focus on outcome-level progress and learning. It will track its activities through Performance-based Management Plan (PMP) indicators that contribute to USAID/Nepal's CDCS Objective 1: More Inclusive and Effective Governance, with the goal of increasing progress towards a democratic, resilient, and prosperous Nepal. SB also will continue to 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 4 are described below:

3.1 MONITORING AND EVALUATION

SB will continue to use a multi-faceted approach to monitoring and evaluating project performance in Year 4, including comprehensive perception surveys, Routine Data Quality Assurance (RDQA), and Geospatial Information System (GIS) mapping. The data obtained will inform programs through forums such as monthly and annual review meetings, and SB's "Mosaic" webpage, and serve as a repository for the final evaluation. The baseline for recovery districts will be established in Year 4.

Learning from Mid-term Evaluation

The learnings from the Mid-term Evaluation Report have been considered while developing this work plan. As pointed out by the Report, SB will encourage overlapping memberships between SB supported CBOs and WCFs. The vital linkages with governance systems such as WCF will ensure that local interests are integrated in the planning and implementation of community development projects. In this direction, SMs will be oriented and trained accordingly. Similarly, the coordination efforts with LGCDP SMs will be improved, particularly to affect a higher inclusion of marginalized communities.

In support of sustainability of CBOs, the OPI will be extended to WORTH groups. In a similar vein, the capacity building of VDC offices will be strengthened through on-job training and technical assistance on information management by mobilizing youth volunteers and interns. A more robust demand-driven capacity building plan for DDCs will be developed in the second quarter. Also, SB will train NGO partners to plan and implement citizen report card in VDC-level service centers such as Agriculture Service Centre, Livestock Service Centre and Health Facility as pilot. The MoU that will be signed between USAID and MoFALD will help the policy focus and national-level activities, as noted by the Mid-term Evaluation Report. Similarly, "exit strategies" will be developed for all major activities for sustainability of results in the second quarter.

Baseline Survey for Six Earthquake-Affected Districts

During the first quarter of Year 4, SB will establish the baseline for its six new earthquake-affected districts through household questionnaires, Data Abstraction Tools (DAT), and key informant interviews. The data will be collected based on select indicators for recovery districts included in SB's revised MEP expected to be finalized with USAID in December 2015.

Quarterly Review and Planning Workshops

SB will conduct six review and planning workshops. Four will be conducted quarterly in original districts, and two will be conducted biannually in recovery districts. Workshops will be attended by M&E officers and Program Coordinators from SB partner organizations, and SB's 12 District Field Coordinators. 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.

Documentation and Sharing 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 national stakeholders including MoFALD. In addition, EA will feature success stories in its national and local radio programs and hold sharing and dissemination events. MoFALD will also be engaged to identify some of the issues or messages that are important to increase the overall effectiveness of the Ministry's local governance program.

GIS Mapping

SB will continue to use GIS for program planning, monitoring, and reporting, visualizing activities by location. In Year 4, 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 and reporting. The maps will be shared with SB partners, DDCs, VDCs, government line agencies, and other stakeholders. Concerted effort will be put into coordinating with USAID GIS team in order to support a digital component of cross-sectoral governance integration.

OPI Review and Reflection Meetings

SB will conduct semi-annual OPI review and reflection workshops in January and July 2016 to measure performance. Eighteen M&E officers, 18 program coordinators, and 22 board members from partner organizations will attend these workshops. SB will conduct OPI with two new NGOs in the six original districts and six NGOs in the recovery districts.

Thematic Outcome Monitoring

SB will conduct three events of thematic outcome monitoring in order to generate knowledge and learning from the implementation of program activities. M&E officers and program coordinators from partner organizations will attend. The theme of each assessment will be determined through discussion among SB partners, and may include issues such as key survey findings and areas that are not usually covered by routine data collection. 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.

Routine Data Quality Assurance (RDQA)

During Year 4, SB will conduct training for M&E staff of 21 partner NGOs to strengthen their capacity to update and operate SB's database, DevResults. It will conduct two RDQA workshops and two data quality site visits to each implementing partner to ensure that the reported data is of high quality. At the workshops, M&E officers and program coordinators from partner organizations will be trained on RDQA implementation. Site visits will ensure 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.

Bi-annual Perception Surveys

SB will conduct Perception Surveys IV and V in the six original districts. The surveys will continue to track public perceptions on local government performance, the role of CSOs, constitutional issues, and other subjects. In order to generate quality data, 24 enumerators, six supervisors, and six data abstraction tool (DAT) supervisors will be selected to conduct the surveys. The surveys will be administered to 2,880 respondents, including household

members (men, women, and youth), WCF members, and CAC members. Altogether, SB will hold 15 focus group discussions with 127 participants and 54 key informant interviews with stakeholders. 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.

Joint Monitoring Visits with Project Stakeholders

In Year 3, SB was unable to conduct two joint monitoring visits due to time constraints of government officials on the heels of the political unrest. In Year 4, SB will organize two joint monitoring visits in April and September 2016 with 15 representatives from 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. This activity will also help to build government's ownership of SB project activities.

Exit Strategy

To warrant sustainability of SB's good practices and institutionalization of achievements, SB will start a process of consultations with partner NGOs in February 2016. This exercise will result in an "exit strategy matrix" that organizes and articulates exit strategies for key activities or project assets. In addition to paying attention to Phase 1 VDCs, the matrix will include phasing out plans for all key activities that will be either concluded or handed over locally. The second quarterly report will feature the exit strategy matrix.

3.2 OBJECTIVE A: ENABLING ENVIRONMENT FOR COMMUNITY DEVELOPMENT

In Year 4, SB will continue its efforts to better understand and address conflict trends in its project areas through conflict assessments and CMC data monitoring. It will address disputes through community mediation as well as support for post-disaster grievance mechanisms in recovery districts. SB will continue its work to build the capacities of youth and women's (WORTH) groups. Media activities will build local partners' capacities to report on governance issues, and expand outreach for the project's various components. Together, these activities will support an enabling environment where community members (including women, youth, and marginalized groups) will increasingly engage in local governance processes.

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

SB will assess potential triggers of instability by mapping disputes through its innovative SMS conflict mapping system. SB partner Saferworld will carry out a final quarterly conflict assessment during the first quarter focusing on socio-political tensions in SB's six original districts in the Mid and Far West regions.

SMS-based Conflict Mapping

Year 4 activities will not include the SMS-based conflict mapping system SB established in Year 2. This decision was made after reviewing the fact that while the mapping was interesting, it has provided information that has not served significant value for either the project or SB communities initially envisioned. Budget and time will be redirected toward engagement with the GON (at the national and local levels) related to sustainability of CMCs. Additionally, during quarter 2, exit strategies for the conflict-mapping system will be discussed with CeLRRd.

Quarterly Conflict Assessments

Learning from the Mid-term Evaluation findings (page 41), SB will conduct its final quarterly conflict assessment during the first quarter of Year 4. The assessment will track the conflict trends identified in the rapid conflict assessment conducted in Year 1 as well as examine socio-political tensions related to promulgation of the new Constitution and proposed federal restructuring. The assessment will be carried out in December 2015 and reported in January/February 2016. SB partner Saferworld will engage CeLRRd and SB's district-based partners in conducting field work for the assessments. Saferworld will share the findings of the assessment during district stakeholders' meetings, quarterly review and reflection meetings, and other forums, including with USAID's Democracy and Governance partners.

Alternative Dispute Resolution (ADR)

Addressing conflicts before they escalate is an important step towards creating an enabling environment for local development. By the end of Year 4, SB will be operating 175 CMCs: 58 in Phase 1 VDCs/municipalities, 57 in Phase 2 VDCs/municipalities, and 60 in recovery VDCs/municipalities. The CMCs will be facilitated by 4,365 CMs (3,105 in original districts and 1,260 in recovery districts). These CMs will see around 7,500 cases (5,000 in original districts and 2,500 in recovery districts). Based on prior case experience, the target resolution rate is 60%. CeLRRd will facilitate 1,404 CMC monthly meetings (684 in original districts and at least 720 in recovery districts), providing an opportunity for CMs to familiarize themselves with CMC operational guidelines, share experiences, refresh skills, address challenges, and coordinate as a team. CeLRRd will also facilitate 459 VDC/municipality-level quarterly practice-sharing meetings (219 in original districts and 240 in recovery districts) for CMs, WCF members, VDC officials, representatives of line agencies, political parties, and other stakeholders to promote coordination of CMC programs.

Dispute resolution skills are increasingly becoming useful in communities given the growing tensions across social groups. While CMCs are playing an important role, the record shows they have limited reach to tackle all forms of social conflict. If key sets of skills from mediation training package are transferred to various community groups not only they become effective messengers for community mediation process but can also use the skills within groups to resolve disputes. Therefore, SB in second quarter will provide customized version of mediation training (communication and listening skills and importance of mediation) to 125 RLGs, 222 WEGs, and 54 LYGs in core districts through Mediation Coordinators. Each Coordinator will be responsible for groups within a VDC.

Similarly, SB will continue to track and report on group mediation cases in original districts throughout Year 4. Group mediation refresher trainings for Phase 1 VDCs were completed in Year 3 and provided mediators with the skills necessary for handling cases smoothly. In Year 4, SB will conduct 18 group mediation trainings for 324 CMs in Phase 2 VDCs/municipalities.

In year 4, SB will begin utilizing the mediators' experience and knowledge to produce reconciliatory messages through community radio stations. CeLRRd will work with EA and its 18 radio partners to broadcast interviews and discussions among mediators highlighting peaceful means for dispute resolution, availability of "peaceful" resources in communities, and the need for community mediation for greater societal stability without taking sides. Underscoring the successes, at least one interview or group discussion will be broadcast per month throughout Year 4.

Social Marketing of Community Mediation

SB will raise awareness among local communities about the benefits of community mediation through 152 social marketing events (92 in original districts and 60 in recovery districts) that will reach approximately 76,000 people. These events build off of successes documented in Year 3. The events will utilize billboards, wall paintings, brochures, door-to-

door visits, rallies, and PSAs aired by local partner FM stations. As more cases of conflict are settled by CMCs, local trust in the effectiveness of the CMCs is expected to increase. The project has already seen increased rates for case registration and referrals and expects that the trend will continue, as 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. LYGs will take a lead in some of the social marketing events through their community development activities.

To address the low registration of group disputes during Year 3, CeLRRd will use social marketing tools to increase community awareness about the group mediation services CMCs offer. In addition, CeLRRd will run booths at integrated mobile service camps which will disseminate information on mediation services and the functions of CMCs.

Coordination with MoFALD

CeLRRd will implement proposed activities in close coordination with MoFALD in order to promote government ownership and sustainability. This engagement will aim at facilitating VDCs to earmark budgets for CMC Coordinators' salaries and other allowances from their operations budget. This is vital for sustainability of mediation services at VDCs. As a result, MoFALD will send letters of authorization ("*paripatra*") to VDCs, DDCs, and municipalities allowing them to use budgets for mediation. The letters will be sent immediately after MoFALD and USAID sign the MoU for SB. SB will also advocate for MoFALD instructing VDCs to provide office space for CMCs and absorb operational costs at the conclusion of SB support. Although some VDCs are already providing office space and limited administrative costs, such instructions would encourage more VDCs to develop long-term plans for CMCs through local budgets. CeLRRd will also continue to engage in policy reforms providing inputs to MoFALD on community mediation guidelines, municipal CMC guidelines, and on grievance mechanisms for recovery districts.

Sustainability of CMCs

In coordination with local authorities, SB will hand over all 58 Phase 1 CMCs to local VDCs with a small "endowment fund" by January 2016. A guideline for the operation of such funds will be stipulated in the handover agreements. Even after the CMCs have been handed over, CeLRRd will continue to provide technical back-stopping to the CMCs throughout Year 4. In addition, SB will continue its consultations with MoFALD (see *Coordination with MoFALD* above) on budgetary support for the operation of CMCs.

To disburse the endowment fund, CeLRRd has developed endowment fund users' guidelines and handover agreement. These have been developed drawing on the lessons from successes of earlier CMCs handover carried out by CeLRRd/UNDP. CeLRRd will first pilot 10-12 endowment funds and revise the guidelines for sustainable and transparent management of CMCs based on the learnings. CMCs will not use the principal amount but interest to cover "allowances" or "stipends" and other operational costs that would supplement the pledges made by VDCs (page 30, Mid-term Evaluation Report highlights the importance of providing them for sustainability). The guidelines encourage VDC and CMC managers to expand the endowment funds by raising additional funds locally. Additionally, CeLRRd will also advocate with MoFALD to approve these guidelines for use across Nepal, which will be similar to the GoN's Social Mobilization Guidelines.

Coordination Meetings with Stakeholders and DMMC

SB is prioritizing coordination of its activities with district-level actors such as DDCs, District Police Offices, and District Courts. It will conduct coordination meetings with stakeholders in each of SB's six original districts during Year 4, and biannual coordination meetings in five of

SB's new recovery districts.⁷ In addition, in original districts SB will facilitate 12 biannual monitoring reviews of CM and CMC performance by District Mediation Monitoring Committees headed by district court judges.

Training on Gender-based Violence (GBV) Cases

Around 21% of cases registered to date at CMCs in SB project areas have been related to GBV. During Year 3, SB partner The Asia Foundation (TAF) worked with CeLRRd to design protocols to screen the nature of cases, assessing whether or not they involve GBV, and to determine if they are suitable for mediation. The training methodology for GBV cases was also customized to align with the protocols. In Year 4, SB will provide training on the screening and handling of GBV cases to 1,539 CMs in Phase 2 VDCs/municipalities and 1,260 in recovery districts. In addition, SB's GESI Manager will train CM Coordinators on domestic violence to further sensitize CMs. All 4,365 CMs from Phase 2 VDCs and recovery districts will benefit.

Advance Training on Group Mediation

During Year 3, SB conducted advanced training on resolving group conflicts in 58 Phase 1 VDCs and was able to mediate six cases out of nine registered. In Year 4, SB will conduct training on advanced group mediation skills for 324 CMs in 18 Phase 2 VDCs/municipalities. CMs in the remaining 37 Phase 2 VDCs/municipalities will be trained in Year 5. In Year 3, it became clear that group mediation could tackle natural resource-based disputes such as water resources, water supplies, and the use of community forests, which are likely to escalate and affect community as a whole. However, the cases were limited. To maximize the number of cases in Year 4, CeLRRd will work to design more effective social marketing campaigns through community based groups and radio stations where the cases of successful group mediation will be highlighted.

Traditional Justice Practitioners

In Year 3, SB led 17 orientations attended by 495 traditional practitioners of justice in Tharu communities (85 female, 410 male). During Year 4, 25 orientations will be provided for 720 traditional justice practitioners in Phase 2 VDCs, while 17 follow-up meetings will be convened in Phase 1 VDCs for those traditional practitioners who were trained in Year 3. It is expected that the traditional practitioners will refer cases to the CMCs, and in some cases become CMs themselves.

Mitigation of Grievances and Disputes in Earthquake-affected Districts

In recovery districts, contestation for resources and services is a rapidly unfolding reality that needs to be addressed through local mechanisms. Both MoFALD and LGCDP are committed to the establishment of local level grievance redress mechanisms as mandated by the Local Self Governance Act (1999). SB will capitalize on EA's network of 12 community radio stations and coordinate closely with MoFALD and/or the National Authority for Reconstruction (NAR) in implementing radio-based grievance mechanisms in the six recovery districts. EA's user-friendly Short Message Service and Interactive Voice Response System (SMS/IVR System) will be used to create a citizen feedback and redress system that provides both a platform for citizens to leave feedback and to obtain up-to-date and on-demand recovery/rebuilding information including the government's financial commitments and dissemination of VDC and DDC public reporting of its recovery work. Based on the information received, EA will work with FM partners to produce and broadcast short weekly radio programs related to local recovery efforts and people's grievances. The series will be produced in a simple, easy to understand format in up to four languages. The episodes will include answers of subject matter experts and local officials, draw on recorded grievances,

⁷ CeLRRd will only be working in five recovery districts (Ramechhap, Gorkha, Dhading, Lamjung, and Makawanpur).

and highlight audio testimonies of people affected by earthquakes. SB will link the grievance management process where appropriate to community mediators.⁸

GESI in Community Mediation

As part of its GESI strategy, SB emphasizes the inclusion of women as CMs in order to enhance women's access to justice as well as women's participation in the mediation process. By the end of Year 3, 42% of mediators were women. As SB partner CeLRRd selects mediators in Phase 2 and recovery VDCs/municipalities, it is focusing on ways to ensure that even larger numbers of the mediators are female. CeLRRd is also working to ensure that the caste/ethnicity makeup of the mediators is reflective of the VDC/municipality population. In Phase 1 VDCs, 41% of the CMs were Hill Brahmin/Chhetri, compared to 35% in the 37 Phase 2 VDCs recruited in the second half of Year 3. In Year 4, SB will ensure that at least 33% of newly recruited CMs are women and that 50% are from marginalized groups. In recruiting CMC coordinators, SB will aim to ensure that 50% are women and 50% are from marginalized groups. Since mediators from historically marginalized groups may not be receiving equal opportunities to practice their skills, CeLRRd will make an effort to improve the rate of women mediators and mediators from marginalized communities mediating disputes from Year 3.⁹ In order to facilitate this, the CMC coordinators will prioritize mediators who have not had opportunities to practice as the third mediator in the mediation panel. In addition, CeLRRd will continue to build the capacity of CMs and traditional justice practitioners on GESI issues as discussed above.

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

Women's Economic Groups (WORTH)

SB will continue to support women's economic groups using Pact's WORTH model, an integrated literacy-led approach to women's empowerment first developed in Nepal under USAID's Women's Empowerment Program in the late 1990s. The program is implemented in marginalized communities in the six original districts to raise the economic status of women, expand their influence over decisions regarding their families and communities, and help secure their social autonomy and independence. There are currently 226 WORTH groups operating in 58 Phase 1 VDCs/municipalities with a total of 5,952 members. SB is already in the process of forming/reforming 222 WORTH groups in Phase 2 VDCs/municipalities, with a target of 5,552 members in total. In Year 4, Phase 1 WORTH groups will continue to receive partial support for training and networking, while all Phase 2 WORTH groups (along with the 99 newest Phase 1 groups) will receive a full package of support and training on WORTH's village banking model, management, business skills, and peace promotion. In total, Year 4 interventions are planned for 321 WORTH groups with 8,027 members.

VDC-level Consultations and Baseline

SB will conduct 54 consultations in Phase 2 VDCs/municipalities, engaging approximately 1,890 local stakeholders from local government and line agencies. The consultations will discuss key features of the SB project and WORTH model. By February 2016, SB will identify 222 groups in these VDCs/municipalities and complete a baseline to assess group status, activities, and literacy skills. The baseline will also identify local resources, group needs, and opportunities for linkage and coordination with government line agencies and micro-finance institutions. All new WORTH groups will be operational by the second quarter of Year 4.

⁸ Final activities related to the radio-based grievance mechanism are subject to COR approval of the stand-alone project description.

⁹ SB is in the process of compiling the baseline data on the activity of CMs from marginalized communities for Year 3.

Capacity Building of WORTH Groups

SB will bring a WORTH expert from the region to assist in evaluating progress to date and provide training to core WORTH NGO staff. Following this training, the NGOs will conduct training for WORTH group members on subjects ranging from daily bookkeeping, accounting, trade skills, 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. The four-day trade skills training will be provided to all 321 Phase 1 and 2 groups; the four-day management committee training will be provided to 1,284 management committee members; and the two-day peace promotion training will be provided to 1,605 group members.

Coordination Meetings and Exposure Visits

In Phase 1 VDCs, WORTH NGOs will facilitate quarterly consultations between WORTH 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 the fourth quarter, SB will conduct exposure visits for 1,605 WORTH group members representing 321 groups from Phase 2 VDCs to observe successful established groups from Phase 1 VDCs.

Results Survey

WORTH NGOs will conduct semi-annual results surveys to track group profits from savings and investments, helping determine the degree to which group members are benefiting from WORTH's economic model. The surveys, conducted by EWs, will help SB to adjust strategies to maximize savings and investments. For example, the concept of voluntary savings was introduced in Year 3, because the result survey found that the savings levels were too low to create an impact. The results survey is also useful in determining whether or not the group resources are benefiting the most marginalized communities.

Sustainability

In Year 3, SB conducted seven four-day linkage, networking, and sustainability trainings for 412 WORTH group members. These meetings were designed to strengthen the groups by building their relationships with government agencies like the District Agricultural Development Office and the District Livestock Service Office, and with local community organizations. In Year 4, SB will continue this practice by providing 41 workshops for 1,284 WORTH group members where they will have the opportunity to develop relationships with representatives from government service centers. In addition, SB will conduct OCA and OPI training for EWs to enable groups to develop long-term plans which will help guarantee their sustainability.

GESI in WORTH

In forming new WORTH groups, based on the results of the WEG assessment, SB will reach out to the most marginalized women in terms of caste, ethnicity, and their access to income and livelihood options. WORTH activities are focused on strengthening women's leadership, economic literacy, and group management skills. WORTH NGOs will focus on ensuring that 50% of the women in Management Committees come from marginalized groups. Also in recruiting Literacy Volunteers, women from marginalized groups will be prioritized. SB will also analyze disaggregated data on the utilization of loans and entrepreneurship activities.

Youth in Development

With the discontinuation of implementing partner Youth Initiative (YI), Pact proposes to achieve its objectives of youth participation in local development planning and implementation through alternative channels. The oversight responsibilities previously held

by YI will be assumed by existing G-NGO partners. Additionally, SB will track and build the capacities of youth who are members of other SB-supported formations such as WORTH groups, Radio Listeners' Groups, and Ward Citizen Forums.¹⁰ G-NGO partners are well positioned to mobilize and support local youth groups (LYG). Not only do they have the right sets of skills, but they also can reach out to LYGs through their existing Social Mobilizers. Each partner will engage LYGs in their respective districts, covering 54 Phase 2 VDCs and municipalities. In Year 4, G-NGO partners will also restructure local, district, and regional youth groups to make them more inclusive, with proportional membership of marginalized communities and women reaching at least 50 percent. All 54 youth groups from Phase 2 VDCs will be trained and mobilized in and around the upcoming local planning process, 3,000 youth will be mobilized through community development activities, all 54 youth groups from Phase 2 VDCs will participate in the implementation of social accountability tools, and at least 40 youth will be mobilized to work in the VDC/municipality offices as volunteers.

Similarly, the issues raised in the Quarterly Conflict Assessments and perception survey reports such as migration, sexual and gender-based violence, trafficking in persons, political misuse of youth, and unemployment will be tackled through community development activities, volunteer programs, and youth dialogue series.

Phase 2 Start-up Activities

SB will conduct six district-level consultation meetings to orient government stakeholders and community members about SB and planned youth programs in Phase 2 VDCs/municipalities. The consultation meetings will set the tone for constructive engagement and coordination between youth groups and other stakeholders. The LYGs will conduct monthly meetings where they will identify youth-related issues and mobilize youth participation in local advocacy and planning. G-NGOs will provide guidance to LYGs and assist them in identifying the resources and connections they require within the community.

Capacity-Building Training for LYG Mobilizers

SB will conduct two-day capacity building refresher training workshops for 54 LYGs from the program areas. The training will impart skills to facilitate LYG meetings, increase LYG activities, identify challenges faced by youth and marginalized communities, and successfully advocate for these challenges to be addressed. A total of 810 youth will benefit from the training.

Training/Orientation for LYGs in Dispute Resolution and Do-No-Harm

To build the capacity of LYGs in peacebuilding, SB will orient LYGs in Do-No-Harm and in dispute resolution techniques (shortened version). G-NGOs will recruit external resource persons for Do-No-Harm orientations, while CMC Coordinators will provide orientation on dispute resolution techniques.

Local Planning Process Training for LYG Members

To increase the effective participation of LYG members in the planning process, SB will conduct 18 two-day training workshops on local-level planning for 540 youth from Phase 2 VDCs/municipalities. The training will enhance the participants' understanding of the local governance structure and the 14-step planning process as measured by pre-tests and post-tests, and help them to engage more actively with VDC councils on annual plans, advocating for budget allotments for youth-related activities. The trained youth will share the learning with the remaining members of LYGs when they return.

¹⁰ Although this concept note does not use YI's terminology for program activities (e.g., Peace Learning School, SMART Club, etc.), proposed activities promote similar skills (e.g., public speaking, conflict mitigation, etc.)

Evidence-Based Advocacy and Accountability Training for LYG Members

To build the capacity of local youth groups to design and implement advocacy strategies, SB will conduct six two or three-day evidence-based advocacy and accountability training workshops for 108 youth from Phase 2 VDCs/municipalities. 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 produced by SB and other sources will be used in advocacy. Many of the advocacy campaigns will be linked with SB-supported radio stations. The accountability component of the training will help youth to participate in the implementation of social accountability tools such as public hearings, social audits, and public audits.

National Youth Service (NYS) and Internships

Building on the success of the Year 3 pilot of National Youth Service (NYS), SB will help familiarize youth with the functions of local government bodies through a volunteer program. Youth will support VDCs in carrying out day-to-day functions, particularly those related to improving service delivery, VDC responsiveness, equipment use, and documentation. At the same time, participating youth will gain practical work experience. The plan has already been shared with MoFALD, which has agreed to support the youth volunteer program. There will be two cycles of recruitment lasting for seven months until the end of the project in August 2017, with 40 youth volunteers in each cycle. G-NGO partners will conduct linkage and trust-building meetings between LYGs and VDCs to explore whether local government offices and LYGs can sustain internship and volunteer programs beyond the SB project.

Community Development Activities

Based on the encouraging results from previous years, SB will provide small grants to LYGs for 162 community development activities not exceeding NRs. 7,000 (USD 65) each. Similarly, six DYNs will be provided with a total of 18 micro-grants not exceeding NRs. 50,000 (USD 470) each. The micro-grants will support initiatives that could not be fully addressed through VDC-level community development activities.

Bi-Monthly Youth Discussion Series

DYNs will organize 18 district-level youth discussions with a minimum of 30 participants in each event. A total of 600 youth will participate. These discussions will focus on contemporary issues such as the participation of youth in local governance and community development, unemployment, safe migration, and social inclusion. SB will collaborate with youth chapters of diverse local organizations like the Lions, Jaycees, and Red Cross to conduct these events.

Celebration of International Youth Day

On August 12th, SB will celebrate International Youth Day to highlight the constructive role that youth can play in local development. Events in each of the six original districts will sensitize government and non-government stakeholders to the importance of youth participation in local governance and development. An estimated 480 LYG members will participate in these events along with other stakeholders.

Entrepreneurship Tracking

SB will continue to track the entrepreneurial ventures of participants in entrepreneurship development trainings conducted during Year 2 and 3. After two years of entrepreneurial trainings, SB recognizes the need to better institutionalize the linkage between the training and long-term employment. As a result, SB will advocate for establishment of Youth Employment Information Centers in each DDC and discontinue the entrepreneurial trainings themselves.

Bi-monthly Meetings and Linkages

Governance partners will support LYGs to hold bi-monthly meetings to discuss plans, priorities, and areas of engagement. This year at least 108 such meetings will be held to assess the progress of the earlier months and map out activities for the next two months. Similarly, SB will support youth groups to take memberships in WCFs and establish linkages with WORTH groups and RLGs, so that youth can not only begin to use local governance mechanisms to solve their problems, but also expand their support networks for successful community actions. Regional Youth Network (RYN), a loose network representing DYNs, will be prepared to coordinate with national youth alliances in national policy advocacy.

GESI in Youth Activities

Following the GESI and learning reviews in Year 3, SB will focus on increasing the number of women and youth from excluded communities in its activities. SB staff will continue to identify specific challenges to GESI and design ways to improve participation of women and marginalized caste/ethnic groups in youth activities, along with integrating GESI sessions and messaging that advance GESI throughout all capacity building efforts.

Media in Development

In Year 4, media activities conducted by SB partner EA will continue to strengthen the capacities of national and local radio production partners and engage listener populations around issues of local governance, conflict mitigation, youth, women, and development. EA will include the voices and issues of socially excluded groups in program content and will air content in local languages, including Tharu, Awadhi, Doteli, and Achhami, through its Community Reporter networks. SB partners will participate in Local Content Advisory Group (CAG) meetings and Radio-Strategic Advisory Committee (R-SAC) meetings, two platforms utilized by EA to identify and fine-tune program content. In addition, EA will develop and broadcast PSAs in support of partner programs, such as those utilized for social marketing of community mediation services.

Radio Programming

EA will produce 50 new episodes of *NN* and 12 new episodes of *SSMK*. The programs will be broadcast through EA's 18 partner FM stations, as well as Radio Nepal, with *NN* broadcast a total of 950 times and *SSMK* broadcast a total of 228 times. Local broadcast partners were selected based on set criteria, including giving preference to community-owned radio stations managed by women or those from Tharu and Dalit communities. *NN* episodes will discuss good governance, social accountability tools, user-group formation, PETS, and rebuilding and reconstruction in earthquake-affected districts, among other topics. *SSMK* will cover topics such as youth-friendly local development, youth participation in the periodic planning process, issues for adolescent girls, the role of youth in reducing GBV, challenges faced by the LGBT community, cyber-crime, and youth entrepreneurship. In addition, youth will be invited (from LYGs and beyond) as regular members in the local CAG meetings and they will directly contribute in radio programs *Sajhedari*, *NN* and *SSMK* by providing content ideas.

SB will support eight partner FM stations in producing 432 30-minute episodes of *Sajhedari*, a program addressing local issues pertaining to governance, youth, and community development. In addition, EA will record and air WCF meetings, *Sajhedari Chautari* events, youth-centric roundtable discussions, and public hearings. The programs will be broadcast by all 18 of EA's partner FM stations. One hundred and ninety-two of these episodes will be produced in local languages. EA production staff will conduct quarterly mentoring visits to each FM station to provide support and guidance on production techniques.

A total of 44 critical listening feedback sessions will be organized to provide feedback. Four sessions will be conducted to monitor the quality of *NN* and *SSMK* programming, and 40 sessions will monitor the quality of *Sajhedari* programming. Listener feedback will be sought

via mobile and online technologies, including through EA's integrated SMS/IVR system and the citizen journalism platform *MeroReport*. EA will continue Audience Broadcast Surveys in Year 4 to gauge the reach and impact of SB programs.

In Year 4, PSAs and drama segments will draw on local efforts that sought to harmonize society. The radio programs will disseminate positive messaging from select "achievers" or "change makers" who contributed to reduce the growing social tensions. Many live discussion forums will be conducted on peace and reconciliation themes. The peaceful means available in communities that address violent conflict such as CMCs will be highlighted in radio programs. EA will also link CMCs and community radio stations to ensure a sustainable social marketing for CMCs.

Advisory Groups

Themes and content for *NN* and *SSMK* will be guided by eight national-level CAG and R-SAC meetings. In addition, each of the FM stations producing *Sajhedari* will conduct two local CAG meetings per quarter. EA will facilitate a total of 64 local CAG meetings during the year. These meetings will help guide local FM stations' program content development by bringing together district partners, government representatives, VDC officials, and local stakeholders to provide input and advice on program themes and content.

Production and Broadcast of PSAs

Building on successful PSA campaigns conducted in prior years, EA will produce up to 12 PSAs that will be broadcast at least 13,000 times by 18 FM stations in Year 4. These PSAs will provide information to SB's target communities and foster community participation in local activities related to good governance, GBV, recovery efforts, alternative dispute resolution, women's economic empowerment, local development, and other subjects. PSAs will be translated and broadcast in local languages, including Tamang, Gurung, Tharu, Awadhi, Doteli, and Acchami, through FM networks.

Community Reporters (CR) and Community Action Researchers (CAR)

Community reporting and action research are ongoing and important parts of SB's methodology to highlight local issues and voices in radio programs. The CRs and CARs serve as a conduit for reporting that reflects the lives, experiences, and opinions of their communities. In Year 4, SB will maintain networks of 15 CRs and 34 CARs. EA 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. The 15 existing Phase 1 CRs will attend a five-day refresher training program where leadership and radio reporting skills will be covered. Similarly, EA will conduct a five-day refresher training for the 34 CARs.

Radio Listener Groups (RLG)

SB will facilitate 175 RLGs during Year 4, 100 in Phase 1 VDCs/municipalities and 75 in Phase 2 VDCs/municipalities. RLGs provide a forum for young community members to listen to radio programs and talk about how the issues presented are relevant to their own lives. 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. SB will establish linkages between RLGs and LYGs to avoid duplication of effort. EA will conduct three five-day refresher trainings for the 75 new RLG facilitators in Phase 2 VDCs/municipalities to ensure they effectively guide RLG discussions.

The micro-grant program administered by EA will provide RLGs with 32 micro-grants to support community initiatives they develop as a response to issues raised by radio programs. To determine the secondary impact of RLG activities, EA will conduct an impact survey which will examine the collective action of RLGs, including those activities funded through

the micro-grants initiative, and determine direct and indirect impact.

Capacity Building of Radio Partners

In the second quarter of Year 4, SB will conduct a one-day FM partners' meeting for 18 FM managers and coordinators and a three-day media management and operations training for 18 station managers and producers from EA's partner FM stations. EA will conduct a five-day local production training of 16 radio program producers from 8 FM stations, building their capacity to produce a range of interactive programming, including on-air discussion programs, roundtables, outside broadcasts, community call-ins and SMS-generated public forum programs.

Training of Women and Indigenous Journalists

SB will conduct a five-day capacity-building training for 20 women producers and journalists on the use of radio and print media to promote gender sensitivity and combat GBV. Preference for participation will be given to female journalists from Madhesi, Tharu, or other marginalized communities. This training will lead to the production of at least 20 stories on gender-based issues reported in either print or radio. SB will offer a five-day advanced training to 20 indigenous journalists trained during Years 2 and 3.

Roundtable Discussions and Broadcast

SB will hold six round-table discussions with one in each project district in order to engage elected/appointed officials, administrators, and community members in dialogue on local and national issues. Roundtable discussions will be broadcast by 18 FM stations and one cable television station in each district. Participants will be from diverse groups including women, CBO representatives, youth and student leaders, journalists, user-group members, VDC officials, and others. Roundtable themes for each district will be decided in coordination with other SB partners, who will be invited to take part in both panels and the audience.

Media Workshops

Building on the success of media consultation workshops in Year 3, EA will convene six one-day media consultation workshops, one in each of the original SB districts, in which approximately 30 participants will receive training on the use a variety of media tools. EA will also conduct a five-day behavior change communications workshop for 25 media stakeholders to review the techniques and strategies of behavior change theory. The training will include a session on how to advance GESI with behavior change communications. Building on the successes achieved during Phase 1, EA will conduct six three-day trainings for 57 VDC secretaries and six DDC officials on how to utilize media to achieve social change and foster participation. The training will focus on developing media strategies, producing press releases, disseminating information, leading effective media campaigns, and building positive relationships with media outlets.

GESI in Media Activities

SB will promote media content, RLG membership, and capacity building activities that are GESI-responsive. EA will maximize participation of marginalized communities and women in training, interactions, and workshops. Partner FM stations will produce segments of programs in local languages with community voices. PSAs will include content on women and GBV in the context of the "16 Days of Activism against GBV" campaign, and gender-specific information for post-earthquake districts.

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 Local Self Governance Act 1999. Facilitated by 12 district-based 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 facilitated the creation of 42 PVDPs in Phase 1 VDCs during Year 3. SB will expand this support in Year 4 by assisting VDC officials and community members in the preparation of PVDPs in 40 Phase 2 VDCs and 55 non-SB VDCs.¹¹ As part of this process, SB will organize at least one meeting in each of 855 wards allowing WCFs, CACs, and other community stakeholders to provide input on PVDPs. SB will organize at least seven PVDP orientations for Phase 2 and non-SB VDCs with a total of 230 participants (including 95 VDC secretaries, 95 LGCDP SMs, and 40 SB SMs) and three orientations for 55 non-SB VDCs with a total of 110 participants (including 55 VDC secretaries and 55 LGCDP SMs). In the first quarter of Year 4, SB will make sure periodic plans are reviewed in the IPFCs and WCFs before actual plans are formulated. The progress will be tracked to see whether or not or to what extent the annual plans are faithful to periodic plans in the second quarter (mid-January 2016) following the Village Council meetings.

Village Profiles

Village 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. In Year 3, SB supported the preparation of 55 village profiles for Phase 1 VDCs. SB will continue to support 95 village profiles in Phase 2 VDCs and non-SB VDCs (40 in Phase 2 and 55 in non-SB VDCs).

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. As noted by the Mid-term Evaluation Report (page 34), the plan has also helped strengthen relationship with local government since it helped VDCs identify strengths of fiscal and human resources and gaps in technical expertise or infrastructure for service delivery. During Year 3, SB assisted 58 Phase 1 VDCs in preparing IRAPs. Due to the merger of many of these VDCs into municipalities, a total of 46 of these IRAPs were endorsed by VDC councils. In Year 4, SB will assist in the preparation of IRAPs for 44 Phase 2 VDCs. SB will provide a three-day capacity development training for 21 local consultants and eight NGO coordinators who will lead workshops, collect data, and draft these IRAPs. SB will also work with local governments to reflect on the progress made based on the assessments and their recommendations. Such reflections will help local governments to revise strategies and plans of action. Forty-four such meetings will be held.

¹¹ SB will only support PVDPs in 40 out of 44 Phase 2 VDCs. Helvetas will cover the remaining four VDCs.

Facilitation of VDC/Municipality-level Post-disaster Planning

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 107 VDC/Municipality post-disaster recovery plans through a participatory planning process in the six recovery districts. It will then facilitate citizen oversight of relief and reconstruction work through training and support for 130 local PMCs. Initial post-disaster recovery plans will be developed during the first quarter of Year 4. MoFALD has welcomed SB support in this process, saying this USAID initiative could serve as a model for efforts by development partners in other affected districts.

In order to disseminate knowledge about its program and goals, SB will conduct six district-level consultations with 107 VDC/municipal officials and staff to discuss mid-term recovery needs and SB micro-project objectives and guidelines. Following these consultations, SB's recovery team and NGO partners will conduct 963 orientations on WCF roles and responsibilities concerning planning, project prioritization, social accountability tools, and disaster-sensitive planning for 24,077 WCF members throughout the 106 recovery VDCs and one municipality. The training will help WCFs with planning, implementation, and monitoring of community development activities in order to promote governance and accountability. PDRPs will be approved by Village Councils or IPFCs. SB also will conduct orientation on disaster-sensitive planning for an estimated 107 IPFCs (2,675 members). In addition, SB will run 107 VDC/municipal-level consultation meetings for an estimated 2,675 local officials and targeted project beneficiaries. SMs will assist newly-oriented WCFs in preparing three-year recovery plans which will be reviewed and approved by IPFCs or VDC councils. SB will then screen IPFC and VDC priorities and will support initiatives that align with SB objectives with micro-projects.

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

SB will support the capacity of WCFs, CACs, users' groups, and other 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 experience indicates 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. SMs will be trained on the local planning process and mobilization tactics 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 PETS initiative and M&E data will help empower excluded groups to be more assertive in accessing local resources.

Strengthening WCFs and CACs

Given their important role in implementation, monitoring, and evaluation of development projects, SB will build on the Year 3 achievements (supported 466 WCFs and 45 CACs in Phase 1) by strengthening 1,503 WCFs and CACs (486 WCFs and 54 CACs in Phase 2 and 963 WCFs in recovery districts) to perform their roles. SB will provide material support and facilitation for bi-monthly meetings in each of these WCFs and will organize six exposure visits for 150 WCF and CAC representatives from each of SB's original six project district. Additionally, G-NGOs will help to reform 396 WCFs in 44 VDCs to ensure that they meet the GESI standards outlined in the Social Mobilization Guidelines, 2071. The similar activity will be conducted in recovery districts but the number of WCFs needing restructuring will only be known towards the end of the first quarter. 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

VDCs, DDCs, LGCDP, and other agencies in identifying resources, including financial, technical, or organizational, to strengthen WCF capacity. SB will provide limited supplies necessary to perform basic duties.

Although full support to Phase 1 VDCs will not continue into Year 4, SB will continue to provide limited support through a field officer from each LNGO who will observe and advise WCFs and IPFCs that previously have received SB support.

Local Level Planning Process Orientation

SB will conduct 1,449 one-day local-level planning process orientations (486 in core and 963 in recovery districts) for a total of 36,225 WCF representatives. Additionally, SB will conduct 161 three-day orientations on the VDC/municipal-level planning process (54 in core and 107 in recovery districts) for a total of 4,025 Integrated Planning and Formulation Committee (IPFCs) and WCF members. Topics to be discussed include project prioritization tools, resource mobilization, and the minimum conditions and performance measures.

Orientation to Village Supervision and Monitoring Committees (VSMC) on Social Mobilization

The GoN has endorsed Social Mobilization Guideline, 2071 to strengthen demand-side governance. Through this guideline, the VSMC is responsible for monitoring VDC projects in addition to those projects run by WCFs, CACs, and other community-based organizations. SB will provide 161 three-day trainings (54 in core and 107 in recovery districts) to VSMCs in Phase 2 VDCs and municipalities. Trainings will be organized by G-NGOs with the support of district level experts and will be attended by 4,025 participants including VSMC members and WCF coordinators.

Video on the 14-step Planning Process

In Year 3, SB produced a 14-step planning process video with technical support of MAHA Sanchar. This video helps explain the legal provisions of the planning process, benefits, and importance and means of citizen participation. In Year 4, this video will be screened in 77 Phase 1 and 2 VDCs in order to orient citizens on local-level planning and motivate them to participate. After the screening, one-two hours of discussions will follow to clarify issues raised in the video. SB will also explore the possibility of broadcasting the documentary or short clips from it through websites and TV channels. There will be a total of 876 video screenings. A meeting will be organized with LGCDP/MoFALD in January 2016 to explore the possibilities of long-term uses of the video by GoN. SB by the time of the meeting will be able to demonstrate in what ways the video was helpful to communities.

Micro-projects for Community Development and Post-disaster Recovery

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, latrines, or other infrastructure that was damaged in the earthquakes, along with social initiatives such as health campaigns or educational programs. SB supported 60 micro-grants for infrastructure and 22 vocational training events to 403 community members during Year 3 in the original six districts. In Year 4, SB plans to award 258 micro-projects. This includes 116 micro-projects in Phase 1 and 2 VDCs, 12 in Phase 2 disaster-prone VDCs, and 130 in recovery VDCs. Of these, a targeted 72 will support social initiatives. For each project, SB will train an Implementing Partner Committee (IPC) and, depending on local needs, a VDC- or project-based PMC on their roles and responsibilities in both core and recovery districts. The aim of these IPC/PMC trainings is to enhance self-ownership of projects and the capacity of 5,160 total participants to effectively implement projects. In addition, SB will introduce a sustainability and maintenance plan for each micro grant, along with a maintenance fund that will be set aside in the beginning.

VDC Women's Forum

SB will hold 88 semi-annual one-day Women's Forums in 44 Phase 2 VDCs and six three-day district-level Women's Forums in SB's original districts. A total of 880 women will participate in the forums. The forums will bring together woman leaders, including woman WCF coordinators, women in WORTH management committees, woman mediators, woman youth, and WORTH members who are also WCF members to collaborate and advocate for women-sensitive projects and decision-making in the local level planning process, including at pre-planning workshops at the VDC level. SB will coordinate with related government representatives, including VDC Secretary and Women and Children Office to facilitate interaction between the women's forums and the government.

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.

Social Accountability

SB will organize 161 two-day social accountability trainings (54 in core and 107 in recovery districts) for a total of 4,025 participants including VMSC members and representatives of political parties and WCFs. Trainings will cover the public hearing process, public audits, social audits, citizen charters, and PETS. SB will hire a national consulting firm to help strengthen the capacity of its partner LNGOs to facilitate these trainings. In new municipalities, SB will provide three social accountability trainings to municipality-level monitoring committees. SB will conduct two district-level ToTs on accountability (one for core and one for recovery districts) with a total of 50 participants. To ensure a greater integration in the implementation of social accountability tools, SB will hold a meeting of USAID partners in May 2016.

In recovery districts, SB will manage financial and logistical support for 107 VDC/municipal-level trainings for 2,250 MoFALD-sanctioned VDC-level EQ Relief Management Committee members on disaster response, planning and accountability tools.

Public Hearings, Social Audits, and Public Audits

To examine the performance of VDCs in a participatory manner, SB will facilitate 151 public hearings (44 in core and 107 in recovery districts) with roughly 7,550 participants in Phase 2 VDCs and three public hearings in new municipalities. 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% 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 at least 22 issue-based social audits to assess the performance of Phase 2 VDCs and ten social audits in new municipalities. SB will issue an open solicitation for a consultant to assess the effectiveness and regularity of social audits and public hearings at present. SB will support IPCs and PMCs in organizing and facilitating 246 public audits for each SB micro-project. Field coordinators from G-NGOs will follow up with VDCs to ensure they adhere closely to the GoN guidelines when allocating block grants. In recovery districts, 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 regions.

Citizen Charters

In consultation with VDC secretaries, SB will assist 44 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 social audits and public hearings.

Sajhedari Chautari Meetings

SB will convene at least 450 trimestral VDC-level *Sajhedari Chautari* meetings (129 in core and 321 in recovery districts) during Year 4 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.

Monitoring, Review, and Reflection Meetings

SB's local partners will conduct bi-annual joint monitoring visits in each of the six original SB project districts. This activity will be jointly organized by WORTH and G-NGO partners. Similarly, WORTH groups and G-NGOs will organize annual review and reflection meetings in all 44 VDCs, ten municipalities, and the six original districts. Select members of DDRCs will be included in six joint monitoring visits in recovery districts which will ensure the quality of the micro projects and the timeliness of their completion. Similarly, WORTH and governance NGOs will organize annual review and reflection meetings in 44 VDCs and ten municipalities in core districts, and 106 VDCs and one municipality in recovery districts. To spread knowledge gained while conducting SB activities, partner NGOs will lead 12 district-level and 161 VDC/municipal-level knowledge review and sharing meetings with 360 and 4,830 participants respectively.

3.4.2 Result 2: Inclusive management systems adopted

During Year 4, SB will continue to implement recommendations from its GESI Strategy and the GESI learning review from Year 3 across its activities in order to better integrate, build capacity of and support partner organizations as well as the local bodies it assists to promote and help institutionalize norms that advance GESI.

GESI Strategies

SB will continue to employ a GESI lens in the reformation of WCFs, RLGs, LYGs and CMCs and work with NGO partners to formulate and implement GESI strategies of their own. The strategies would outline how partners will promote the inclusion of women, youth and marginalized group in decision-making and implementation of activities. SB will make sure at least 60% of new members added to LYGs, WCFs, and CMCs will be selected using GESI criteria. SB and partners will make sure the participation of women and people from marginalized communities in training and workshops will be at least 50% in Year 4 where applicable.¹²

¹² For instance, when training VDC officials or traditional mediators, it may not be possible to insure that 50% of trainees are women, since SB has no input in the original selection of these leaders.

3.4.3 Result 3: Systems for sustainability established

SB achieves sustainable systems through investing in local skills and ownership. In quarter 2, SB will develop exist strategies for the activities that are or will be phased out to sustain results, institutions, and/or best practices. Each partner will develop an action plan touching upon issues surrounding integration, local ownership, CSO capacity building, linkages, and government plans vis-à-vis those activities.

Sustainability of CBOs

SB will continue to facilitate coordination between VDCs and CMCs, which often are housed in VDC premises. During Year 3, 34 VDCs allocated budget funds to support operating expenses of newly established CMCs. SB will advocate for additional support in Year 4 as SB hands over operation of CMCs to Phase 1 VDCs in January 2016.

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% sustainability of women's economic groups when conducting longitudinal studies six years after program completion.¹³ 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. This is also noted in the mid-term evaluation report.

Please see section 3.2.1 for further discussion of coordination between VDCs and CMCs and section 3.2.2 for an overview of skill transfer programs designed to ensure the sustainability of WORTH groups. In addition, please see section 3.3.3 for an outline of SB micro-grant/sub-contract projects which require PMCs to include a sustainability plan as part of their proposal.

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 Years 2 and 3, 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 82 Phase 1 and 2 VDCs in its project districts. With this equipment, accounting software and Vital Event Registration Software (VERS) training were provided to VDCs. Additionally, at the request of MoFALD, both trainings were provided to non-SB VDCs as well. In Year 4, at the request of MoFALD, SB will provide six refresher trainings on accounting software, organize three regional-level ToTs on VERS, and support district-level VERS training upon the request of each district. Two of the VERS ToTs will include 18 non-SB districts with 60 participants in the Mid and Far Western development regions. The inclusion of non-SB districts in the training will boost GoN's attempt to shift from offline to online data entry and keep a national standard of certification and reporting. VERS training will allow citizens, especially women and members of marginalized communities, to easily

¹³ Women Ending Poverty: The WORTH program in Nepal, 1999-2007. Valley Action Research Group, 2008.

obtain vital documents such as births, marriages, divorces, and deaths required for their legal identity.

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 in all districts, which serve as repositories for planning-related information, through modest equipment and training support. In Year 4, SB will ensure strategic DDC documents such as PDDPs and DDMPs and other guidelines based on needs are printed and publicly reviewed and available. Additionally, as advised by MoFALD, SB will discuss with each of the DDCs in SB's six original districts to determine the capacity building plans for DDCs. The plans will be implemented in the second half of Year 4. Possible areas of support include internal audit strengthening, procurement process strengthening, and thematic strategic plans among others in the original districts.

Capacity Building of District Disaster Relief Committees (DDRC)

SB's recovery team and G-NGO partners will organize 12 DDRC meetings that will be attended by an estimated 240 local stakeholders, including line agency representatives, thematic cluster members and officials from DDC, DAO, and VDCs. At these meetings, SB will share issues regarding the ongoing recovery project and will solicit feedback from the community in order to improve project performance. SB will also provide 240 DDRC members with six two-day trainings on disaster response, and planning and accountability tools. In addition to engaging DDRC members in joint monitoring, SB will develop specific capacity development plans in the second quarter in consultation with both DDRCs/DDCs and USAID.

Ministry-Level Capacity Building and Policy Space

As pointed out by the Mid-term Evaluation Report, SB will build on the successes and lessons of the past three years to advance a more robust support at the national level. SB will support MoFALD in convening quarterly community mediation meetings at the national level. In order to ensure a more coordinated approach to community mediation, the meeting will include national and international NGOs, community mediation donors, and officials from Nepal's Judiciary, Mediation Council, and the Ministry of Law. The group is expected to recommend and influence national policies on community mediation in Nepal. Drawing on its experience administering CMCs in municipalities, CeLRRd will also work with MoFALD to explore the possibility of developing national guidelines for municipal CMCs. SB will also invite government officials from the Ministry of Women, Children and Social Welfare as well as representatives of Poverty Alleviation Fund to visit SB's WEGs. This will provide SB with an opportunity to advocate for the adoption of WORTH model in GoN's programs for women. Likewise, SB will support MoFALD in its bid to strengthen internal audit systems which will lead to formulation of national guidelines for local government. The processes and lessons learned from the development of two Comprehensive Town Development Plans will serve as a basis to influence reforms in policy through approach papers concerning town development. Similarly, to harmonize programs at the local level, SB and LGCDP will hold quarterly meetings in each of the six original districts. Two additional meetings will also be organized in Year 4 at regional levels (Mid and Far-west regions) to include other local governance actors working in these districts. SB anticipates close coordination on recovery programming with donors and relevant government institutions at the national level as recovery programs unfold.

Mobile Service Camps

SB will provide technical facilitation for 11 integrated mobile service camps which will reach 2,200 beneficiaries in 11 SB districts. The camps will be organized by DAO and will be coordinated by line agencies—e.g., veterinary, agriculture, health—providing them the opportunity to better reach under-served populations. Delivery of basic services has been

severely affected in recovery districts. Based on its successful model in its original six districts, SB will facilitate one integrated mobile service camp for a cluster of two-three VDCs in each recovery district where needed. 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 reissuing vital documents such as citizenship and landownership certificates, providing disability cards, basic medical services, farm and livestock related services, and landslide-related information services. In addition, camps will host CMC service booths to help raise awareness about the mediation services SB offers. The camps will be announced in advance through local radio stations and SMS. Each camp will last 1-2 days, depending on needs. SB will advance USAID's integration effort across projects through the mobile service camps to the extent possible.

In addition, LNGOs will support the organization of 150 sectoral mobile camps (44 in core and 106 in recovery VDCs) in close coordination with VDC and district-level sectoral line agencies in SB districts, as well as relevant USAID implementing partners. These sectoral mobile service camps are expected to benefit 8,200 individuals.

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, NGOs, and local groups to ensure these mechanisms continue.

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

SB will work with 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 4, SB will establish PETS 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. During Year 3, SB completed development of PETS instruments, including a questionnaire and guidelines for key informant interviews, household surveys, and focus group discussions, followed by a ToT. Data collection will begin in Year 4 and the final report will be available by March 2016. SB governance partners will develop and finalize district reports while CECI, the implementing partner for PETS, will analyze and consolidate national-district reports. The findings and the data of the PETS will be used in the planning meetings and social accountability events to hold public officials and decision makers accountable. Additionally, SB will continue public expenditure tracking surveys covering districts and VDCs through local partners. Going forward, each of the nine governance NGO partners will carry out one local PET survey in Year 4.

Gender Responsive Budgets

SB will conduct a regional ToT on GRB and GBA to develop 18 district trainers who are able to facilitate 44 VDC-level GRB orientations. SB will organize a one-day GRB orientation for 1,100 representatives from WCF, IPFC and other stakeholders. Following these orientations, local level stakeholders will understand the importance of employing a GESI lens in the planning, implementation and monitoring of local budgets. In response to LGCDP's request,

SB will provide support for MoFALD-recommended consultants for GBAs at the district and municipality level, with the understanding that local bodies will bear other related costs. The GBA is a requirement according to the 2068 Local Bodies Gender Responsive and Socially Inclusive Budget Planning and Audit Guidelines and provides an opportunity for local bodies to self-evaluate their achievements in advancing gender equality and social inclusion. Additionally, 12 VDC-level GBAs of last fiscal year (FY) will be done as a pilot in the original districts. A comprehensive report on the learnings will be shared with the GESI section at MoFALD. In order to institutionalize GRBs in local level bodies, SB will provide technical support to operationalize district-level GRB committees including support for regular meetings.

Partners' Capacity-Building Initiative

In Year 4, SB's WORTH and G-NGO partners will undergo an extensive exercise to identify organizational strengths and needs and develop six monthly/annual action plans to address these needs. The executive director, the project coordinator, and a board member from each of the 12 partners will benefit from the capacity building training. SB will recruit a consultancy firm for the training which will be held in April 2016. The progress on the implementation of the action plans will be tracked on a quarterly basis.

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 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 9	C.9(A),(D)	October 1, 2015 – December 31, 2015	January 31, 2016
Quarterly Report 10	C.9(A),(D)	January 1, 2016 – March 31, 2016	April 30, 2016
Quarterly Report 11	C.9(A),(D)	April 1, 2016 – June 30, 2016	July 31, 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 31, 2017
Quarterly Report 13	C.9(A),(D)	January 1, 2017 – March 31, 2017	April 30, 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 4:

1. Review and approval of SB's Year 4 Work Plan during December 2015
2. Approval to continue approved Year 3 activities from December 1, 2015 until the Year 4 Work Plan is approved
3. Review and approval of SB's revised Monitoring and Evaluation Plan (MEP)
4. Timely review and approval of requests for LTTA, STTA, international travel, GUCs, sub-contracts, and equipment procurements
5. Timely review and approval of working VDCs in three recovery districts
6. Facilitation of long-term official visas for expatriate staff
7. Liaison with MoFALD and other line agencies regarding SB activities, including consummation of a bilateral alignment statement
8. Review and approval of Pact's re-aligned budget during the second quarter of FY16 to reflect implementation to date and changes resulting from the evolving program environment
9. Review and approval of Periodic VDC Development Plan (PVDP) consultancy sub-contract for non-SB VDCs

5.0 FINANCIAL PLAN

5.1 Major Category Expenditures

Fiscal Year 2016 Financial Projections⁹

Item	Q1 FY2016 (Oct-Dec 2015)	Q2 FY2016 (Jan-Mar 2016)	Q3 2016 (Apr-Jun 2016)	Q4 2016 (Jul-Sep 2016)	Total FY 16
Personnel	325,680.82	325,680.82	324,274.57	319,462.07	1,295,098.27
Fringe Benefits	106,936.21	124,674.63	106,561.30	164,493.54	502,665.68
Consultants	28,277.79	31,745.46	31,745.46	28,998.79	120,767.50
Travel	68,175.41	73,775.51	69,244.96	68,605.51	279,801.39
Allowances	76,176.73	72,326.73	75,276.73	73,226.73	297,006.93
Equipment & Supplies	52,004.47	57,004.47	66,933.89	54,414.04	230,356.85
Contractual	1,383,017.49	1,729,288.99	1,700,493.88	1,389,283.05	6,202,083.41
Other Direct Costs	98,105.49	102,949.15	90,409.15	81,741.84	373,205.64
Indirect Costs	292,860.45	320,013.98	311,461.01	303,849.41	1,228,184.85
Fixed Fee	75,310.93	87,553.77	85,713.57	76,903.43	325,481.70
TOTAL	2,506,545.79	2,925,013.49	2,862,114.52	2,560,978.40	10,854,652.21

5.2 Procurement Plan¹⁰

Major Planned Purchases	FY2016
Computers	12,000.00
Vehicles	130,000.00
Motorcycles	8,000.00
TOTAL	150,000.00

⁹ The financial projections of FY16 are based on the fiscal year FY15 actual expenditures and additional recovery districts' activities and are subject to revision based on actual expenditures throughout the year explained in conjunction with contractual reporting requirements.

¹⁰ Additional equipment requirements for recovery districts will be submitted to USAID for review/approval as per contractual requirements.

5.3 Planned LOE Utilization for Fiscal Year 2016

Descriptive Position Title	TOTAL Modification						Original Districts	Recovery Districts
	LOE Y1	LOE Y2	LOE Y3	LOE Y4	LOE Y5	Total LOE	Total LOE	Total LOE
Long Term Technical Assistance-Key Personnel								
Chief of Party (Nick Langton)	194	234	218	263	260	1,169	874	296
Deputy Chief of Party (Basanta Pokharel)	229	199	261	258	260	1,207	980	227
Director of G&C (Krishna Poudyal)	104	99	162	254	260	879	622	257
Senior Field Director (Mahesh Nepal)	250	120	185	258	260	1,073	997	76
Senior Regional Program Manager - Recovery Districts (West) (Shyam Mandal)	222	176	261	258	260	1,177	598	579
Total LOE for Long-Term Technical Assistance - Key Personnel	998	828	1,087	1,293	1,300	5,505	4,071	1,435
Other Long-Term Professional and Support Staff								
Operations Manager (Howard Weston)	200	216	180	263	260	1,119	830	289
Director of Finance (Ram Paudel)	236	195	201	258	260	1,150	866	284
Director of M&E (TBD)	184	222	261	258	260	1,185	932	253
Women's Economic Group (WORTH) Manager (Reena Chaudhary)	23	261	261	258	217	1,020	1,020	-
Governance Manager (Vishnu Tandon)	170	228	141	258	217	1,014	1,014	-
Conflict Mitigation Manager (Geeta Pradhan)	176	249	261	258	260	1,204	938	266
Governance Manager (Govinda Adhikari)	181	187	282	258	217	1,125	1,125	-
GESI Manager (Srijana Chettri)	-	-	243	258	260	761	488	273
M&E Manager (Sudan Shivakoti)	162	261	261	258	217	1,159	1,158	1
G&C Manager (Siromani Pokhrel)	194	181	236	258	260	1,129	858	271
Engineer (TBD)	-	-	-	173	195	368	-	368
Engineer (TBD)	-	-	-	173	195	368	-	368
GIS Officer (Nim Thapa)	-	80	261	258	-	599	473	127
G&C Support Officer (Bhawana Rawat)	117	239	-	258	195	809	591	218

G&C Support Officer (Mohan Shrestha)	21	261	159	252	195	888	883	6
Grants & Contracts Officer (Topendra Basnyat)	-	-	-	173	260	433	217	217
M&E Associate (Nima Gupta)	-	79	129	258	260	726	726	-
Program Delivery Pool (Ben L, Sarah K, Kipp E, etc.)	151	34	-	-	-	185	185	-
Program Advancement Pool (Matt R, Marc C, etc.)	23	3	-	-	-	26	26	-
Deputy Director - MERL (Joris Vandelanotte)	49	13	-	-	-	62	62	-
Finance Officer (Rita Diwan)	-	-	45	258	260	563	547	17
Internal Control Specialist (TBD)	-	-	-	159	260	419	209	209
Sr. Field Director, Reconstruction (Curtis Palmer)	-	-	-	263	260	523	-	523
Sr. Regional Program Manager - Mid/Far West (TBD)	-	-	-	238	260	498	498	-
Sr. Regional Program Manager - Central (Suresh Thapa)	-	-	5	258	260	523	-	523
Program Manager - Mid/Far West (Nirak Sunar)	-	-	-	238	260	498	-	498
Program Manager - Central (Narayan Silwal)	-	-	35	258	260	553	-	553
Monitoring & Evaluation Manager - Recovery Districts (TBD)	-	-	-	238	260	498	-	498
Monitoring & Evaluation Associate - Recovery Districts (TBD)	-	-	-	238	260	498	-	498
GESI Officer - Recovery Districts (Ajita Pokharel)	-	-	-	238	260	498	-	498
GESI Officer - Original Districts, 2 pax (TBD)	-	-	-	476	520	996	996	-
Grants & Contracts Support Officer - Recovery Districts (TBD)	-	-	-	238	260	498	-	498
Finance Officer - Recovery Districts (Laxmi Lama)	-	-	15	258	260	533	9	524
Total LOE for Other Long-Term Professional and Support Staff	1,887	2,708	2,975	7,497	7,367	22,434	14,651	7,782
Short-Term Technical Assistance								
Intl Consultant - ADR & Conflict Mitigation Assessment (Laura McGrew)	29	-	-	-	-	29	29	-
Intl Consultant - Strategy for Gender, Social Inclusion (Charla Britt)	47	-	-	-	-	47	47	-
Intl Consultant - Women Economic Group	-	17	-	-	-	17	17	-

Package (Erica Tubbs)								
Intl Consultant - Local Governance Barometer (Marc Cassidy)	19	-	-	-	-	19	19	-
Intl Consultant - Community Contracting (Sarah Wood)	53	-	-	-	-	53	53	-
Intl Consultant - Program Start-up Specialist (Kipp Effinger)	24	-	25	-	-	49	35	14
Intl Consultant - Baseline Survey (Kerry Bruce)	2	-	-	-	-	2	2	-
Intl Consultant - Various (Chris Hennemeyer, TBD)	104	70	217	382	311	1,084	946	138
Intl Consultant - Human Resources Manager (Carol Bartl)	23	-	-	-	-	23	23	-
Intl Consultant - Global Finance Manager, AEA (Lim Eang Kim, Juliana van den Bosch)	24	15	10	35	35	119	89	30
Intl Consultant - Capacity Building (Jacqueline Ndirangu)	-	-	-	-	-	-	-	-
Intl Consultant - Program Support Specialist (TBD)	-	-	-	319	260	579	330	249
Intl Consultant - G&C (Janet Wise)	-	43	88	-	-	131	131	-
Local Consultant - IT and Network Installation (Kedar Kilanbu)	6	-	-	-	-	6	6	-
Local Consultant - Various (TBD)	10	188	292	660	500	1,651	1,651	-
Total LOE for Short-Term Technical Assistance	341	333	632	1,396	1,107	3,808	3,378	431
Total LOE	3,226	3,868	4,694	10,186	9,773	31,748	22,100	9,648

Annex 1: Year 4 Work Plan Matrix

Activity	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Lead
Monitoring and Evaluation													
Baseline survey for recovery districts													Pact
Convene quarterly progress review and planning workshops													Pact
Conduct GIS Group GPS mapping													Pact
Submit quarterly report													Pact
Document success stories													Pact
Conduct OPI training and review/reflection meetings for DFCs													Pact
Conduct DevResults/data training for DFCs													Pact
Conduct thematic outcome monitoring training and assessments													Pact
Document video clips and share with USAID partners, LGCDP and other stakeholders													Pact
Conduct DQA/RDQA monitoring													Pact
Perception Surveys IV and V													Pact
Conduct joint monitoring visits with project stakeholders													Pact
Conduct GIS micro-project mapping													Pact
Submit annual report													Pact

Annex 2: Indicator Sheet

NOTE: Green highlights are new indicators. Note: Target (T), Actual (A)

S.N.	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 LINGO Reports /baseline, midterm and endline surveys	District/VDCs	No	Pact	Annually in October	17.1%	T: 0	T: 0	T: 90%	T: 95%	T: 95%
									A: 0	A: 0	A: 94%	A: 0	A: 0
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, types of conflict/dispute, caste/ethnicity	Yes	Pact	Baseline, bi-annual perception survey and endline survey	54%	T: 0	T: 0	T: 59%	T: 64%	T: 69%
									A:0	A:0	A: 37%	A: 0	A: 0
	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, G-NGO periodic reports	Districts and VDCs	Yes	G-NGOs	Annually	NA	50%	70%	80%	90%	90%
									A: 0	A: 80%	A: 80%	A: 0	A: 0
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	Outcome	Households of SB Project area/baseline, perception and endline surveys	Districts, project phases, types of conflict/dispute, caste/ethnicity	Yes	Pact	Baseline, bi-annual perception survey and end of the project	54%	T: 0	T: 0	T: 59%	T:64 %	T: 69%
									A:0	A:0	A: 37%	A: 0	A: 0

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	0	T: 0	T: 40,000	T: 50,000	T: 87,000	T: 89,000
									A: 0	A: 46,912	A: 57,274	A:	A:
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, caste/ethnicity, age groups and types of conflict/dispute	Yes	CeLRRd	Collected monthly, reported quarterly	0	T: 50%	T: 60%	T: 80%	T: 75%	T: 80%
									A: 77%	A: 80%	A: 81%	A: 0	A: 0
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	0	T: 0%	T: 20%	T: 40%	T: 30%	T: 50%
									A: 0	A: 32.4%	A: 39%	A: 0	A: 0
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 CeLRRd reports	Districts and VDCs	No	CeLRRd	Quarterly	0	T: 58	OT: 0	T: 0	T: 60	T: 0
									A: 8	A: 50	A: 32	A:	A:
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	Yes	CeLRRd	Quarterly	0	T: 58	T: 0	T: 57	T: 60	T: 0
									A: 14	A: 44	A: 37	A:	A:

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, caste/ethnicity, age group and type of conflict/dispute	No	CeLRRd	Quarterly	0	T: 720	T: 4,320	T: 4,000	T: 7,000	T: 9,000
									A: 9	A: 3,520	A: 4,886		A:
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 groups and types of conflict/dispute	No	CeLRRd	Quarterly	0	T: 72%	T: 72%	T: 72%	T: 72%	T: 72%
									A: 77%	A: 80%	A: 81%	A:	A:
10	A.1.11 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 groups and types of conflict/dispute	No	CeLRRd	Quarterly	N/A	T: N/A	T: 2,500	T: 2,500	T: 5,600	T: 7,200
									A:	A: 2,553	A: 3,966	A:	A:
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	WEGs and WORTH NGO Periodic Reports	VDCs, Project Phases, Districts,	No	LNGOs	Annually	0	50%	70%	50%	80%	80%
									A: 0%	A: 84%	A: 65%	A:	A:
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 NGOs, YI and F-Skill Nepal, WEGs, LYGs, RLGs, and CACs. Survey by respective NGOs (WORTH LNGOs and G-NGOs) and F-Skills Nepal	VDCs, project phases, Districts, gender, caste/ethnicities and age groups	Yes	G-NGOs/ WORTH LNGOs and F-Skills	Annually	0	T: 0	T: 100	T: 200	T: 200	T: 150
									A: 0	A: 110	A: 175	A:	A:

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 of the trainees, VDC and districts, training types	No	LNGOs	Quarterly	0	T: 0	T: 30	T: 6,000	T: 4,000	T: 2,000
									A:0	A:30	A:3412	A:	A:
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, LNGO reports	Districts and VDCs	Yes	LNGOs	Quarterly	0	T: 0	T: 127	T: 99	T: 221	T: 0
									A:0	A:127	A:99	A:	A:
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 SB	Districts and VDCs	Yes	G-NGOs	Quarterly	0	T: 116	T:0	T: 114	T: 0	T: 0
									A:0	A:116	A:62	A:	A:
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, G-NGO periodic reports	Districts and VDCs	Yes	G-NGOs	Annually	N/A	T: 50%	T: 70%	T: 80%	T: 90%	T: 90%
									A:0	A: 80%	A: 80%	A:	A:
17	A.2.07 F: Number of non-state news outlets assisted by USG	Output	Progress report	Districts	Yes	Equal Access	Quarterly	0	16	16	18	18	18
									A:16	A:16	A:18	A:	A:
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	Groups Database maintained by respective Implementing Partners	Districts, caste/ethnicity and age group	No	LNGOs, EA, and CeLRRd	Quarterly	N/A	T:0	T:0	T: 14,800	T: 32,254	T: 32,254
									A: 0	A: 0	A: 14,802	A:	A:

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 Partners	Districts, caste/ethnicity and age group	Yes	LNGOs, EA, and CeLRRd	Quarterly	N/A	T:0	T:0	T: 17,000	T: 38,000	T: 38,000
									A: 0	A: 0	A: 17,666	A:	A:
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	Groups Database maintained by respective Implementing Partners	Districts, caste/ethnicity and age group	No	LNGOs, EA, and CeLRRd	Quarterly	N/A	T: 0	T: 0	T: 80%	T: 80%	T: 80%
									A: 0	A: 0	A: 84.8%	A:	A:
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 report and training database	Project	No	CeLRRd	Annually	N/A	T: 0	T: 0	T: 2	T: 2	T: 2
									A: 0	A: 0	A: 2	A:	A:
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 report, training database,	Districts, caste/ethnicity and age group	No	CeLRRd	Quarterly	N/A	T:0	T:0	T: 1,600	T: 1,620	T: 0
									A:0	A:0	A: 930	A:	A:
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 stories	No	Equal Access	Quarterly	N/A	T:0	T:0	T: 400	T: 500	T: 500
									A:0	A:0	A: 461	A:	A:
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	Outcome	WCF meeting minutes, governance LNGOs partner reports /Review of meeting minutes	Districts/VDCs	No	LNGOs	Semi-annually	0	T: 0	T: 0	T: 400	T: 800	T: 800
									A:0	A:0	A: 318	A:	A:

	resources.													
	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 end-line surveys	Districts, project phase, gender, ethnicity, age group	No	LNGOs	Semi-annually	29%	T: N/A	T: N/A	T: 40%	T: 50%	T: 60%	
									A:0	A: 14 6%	A: 48%	A:	A:	
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	Districts, VDC, gender, caste/ethnicity and age groups	No	LNGOs	Quarterly	0	T: 150	T: 400	T: 12,000	T: 34,000	T: 0	
									A: 0	A: 1,987	A: 14,732	A:	A:	
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%	T: 0	T: 0	T: 70%	T: 80%	T: 85%	
									A: 0	A: 94.5 %	A: 63%	A:	A:	
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 Plan by LNGOs and external consultant at baseline, perception and end survey	Districts/VDCs	Yes	LNGOs	Semi-annually	81%	T: N/A	T: N/A	T: 100 %	T: 100%	T: 100 %	
									A:0	A:0	A: 98%	A:	A:	
27	B.2.02 Number of Ward Citizen Forums 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	Yes	LNGOs	Semi-annually	0	T: 0	T: 0	T: 400	T: 800	T: 800	
									A:0	A:0	A: 318	A:	A:	
28	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 end-line surveys	Districts, project phase, gender, ethnicity, age groups	No	LNGOs	Semi-annually	29%	T: 0	T: 0	T: 40%	T: 50%	T: 60%	
									A:0	A:0	A: 37%	A:	A:	

29	B.3.01 Proportion of village development plans that include a fundraising plan	outcome	Village development plans/Review of village development plans	Districts and project phases	Yes	LNGOs	Semi-annual	53%	T: 0	T: 0	T: 65%	T: 80%	T: 80%
									A:0	A:0	A: 98%	A:	A:
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 end-line surveys	Districts, gender, ethnicity, age groups	No	LNGOs	Semi-annual	3.60%	T: 0	T: 0	T: 15%	T: 25%	T: 40%
									A:0	A:0	A: 28%	A:	A:
	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%	T: 30%	T: 0	T: 35%	T: 40%	T: 50%
									A:0	A:0	A:41 %	A:	A:
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 end-line surveys	Districts, project phases, gender, ethnicity, age groups	Yes	LNGOs	Semi-annual	16%	T: 0	T: 0	T: 20%	T: 25%	T: 25%
									A: 0	A: 0	A: 17%	A:	A:
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 end-line surveys	Districts, gender, ethnicity, age groups	No	LNGOs	Semi-annual	3.60%	T: 0	T: 0	T: 15%	T: 25%	T: 40%
									A: 0	A:0	A:28 %	A:	A:
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%	T: 30%	T: 0	T: 35%	T: 40%	T: 50%
									A:0	A:0	A: 31%	A:	A:
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	60%	T: 0	T: 50%	T: 85%	T: 90%	T: 90%
									A:0	A:0	A: 80%	A:	A:
Objective D: Local government units function effectively													
	D.1.01 Percentage change in positive citizen views on VDC service delivery	Outcome	Citizens from SB areas/ baseline, perception and end-line surveys	Districts, project phases, gender, ethnicity, age groups	No	LNGOs	Semi-annual	56.60%	T: 0	T: 0	T: 70%	T: 80%	T: 80%
									A: 0	A: 0	A: 71%	A:	A:
	D.2.03 Percentage change 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	Districts, project phases, gender, ethnicity, age group	No	LNGOs	Semi-annual	19%	T: 0	T: 0	T: 30%	T: 35%	T: 45%
									A:0	A:0	A: 28%	A:	A:
IR D1: Local government officials effectively carry out their mandate													
34	D.1.01 Percentage change in positive citizen views on VDC service delivery	Outcome	Citizens from SB areas/ baseline, perception and end-line surveys	Districts, project phases, gender, ethnicity, age group	No	LNGOs	Semi-annual	56.60%	T: 0	T: 0	T: 70%	T: 80%	T: 80%
									A:0	A:0	A:71%	A:	A:
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	VDCs, DDC or Local Bodies' Fiscal Commission (LBFC)/ baseline, perception and end-line surveys	Districts, VDCs, project phase	No	LNGOs	Annual	0	T: 0	T: 0	T: 25	T: 30	T: 40
									A:0	A:0	A:0	A:	A:
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	T: 0	T: 0	T: 640	T: 1,800	T: 0
									A:0	A: 3.5 %	A: 616	A:	A:
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	Output	MOFALD or SB Reports	Type of technical assistance	No	PACT	Annual	0	T: 0	T: 0	T: 0	T: 2	T: 2
									A:	A:	A:	A:	A:

	ministries													
38	D.2.02 Proportion of Ward Citizen Forums that have tracked their budget allocation	Outcome	WCFs' budget tracking meeting minutes/ baseline, perception and end-line surveys	Districts and VDCs	No	LNGOs	Semi- annual	5.80%	T: 0	T: 0	T: 70%	T: 70%	T: 80%	
									A: 0	A: 0	A: 72%	A:	A:	
39	D.2.03 Percentage change 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	Districts, project phases, gender, ethnicity, age groups	No	LNGOs	Semi-annual	19%	T: 0	T: 0	T: 30%	T: 35%	T: 45%	
									A:0	A:0	A:28 %	A:	A:	
40	D.2.04 Number of sub-national governments receiving USG assistance to increase their annual own-source revenue.	Output	Activities progress report	Districts	No	Governance LNGOs	Annually	0	T: 0	T: 58	T: 58	T: 44	T: 44	
									A:	A: 44	A: 58	A:	A:	
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	T: 0	T: 0	T: 0	T: 957	T: 2,100	T: 1,584	
									A:	A:	A: 696	A:	A:	
42	D.2.06 Number of local non-governmental and public sector associations supported with USG assistance.	Output	Activities progress report	Districts	No	Governance LNGOs	Annually	T: 0	T: 0	T: 0	T: 35	T: 43	T: 43	
									A:	A:	A: 38	A:	A:	

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 project to VDCs, VDC Council approved project lists with budget allocation, VDC council meeting minutes/ baseline, perception and end-line surveys	Districts, VDCs and project phases	Yes	LNGOs	Semi-annual	54.80%	T: 0	T: 0	T: 65%	T: 45%	T: 45
									A:	A: 44.5 %	A: 34%	A:	A:

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	No	Pact	Quarterly	0	T: 0	T: 12	T: 70	T: 195	T: 50
									A:0	A:15	A:63	A:	A:
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 G-NGOs, vocational training, and WORTH initiatives	Districts, VDCs ethnicity and age groups	Yes	Pact Nepal, IPs and LNGOs	Quarterly	0	T: 0	T: 0	T: 65%	T: 65%	T: 65%
									A:0 %	A:10 0%	A:10 0%	A:	A:
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 end-line surveys	Districts, project phases, ethnicity and age groups	No	LNGOs/IPs	Semi-annual	58%	T: 0	T:5 8	T: 60%	T: 62%	T: 65%
									A:0	A:59 .2%	A:0	A:	A:
47	E.1.04 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	Output	LNGO Progress Reports	Districts	No	Pact	Quarterly	N/A	T: 0	T: 0	T: 0	T: 15	T: 15
									A:0	A:0	A:0	A:	A:
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 Assessment	Districts	No	Equal Access	Yearly	0	T: 50%	T: 60%	T: 90%	T: 90%	T: 90%
									A: 0	A:80 %	A:75 %	A:	A: