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Sajhedari – *Support to Federalism*



Quarterly Report

October 2020 – December 2020

Contract Number: 72036718R00004

Activity Start Date and End Date: May 13, 2019 to May 12, 2025

Submitted: January 29, 2021

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of Abt Associates and do not necessarily reflect the views of USAID or the United States Government.

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Acronyms

AMEE	Abt Monitoring and Evaluation Ecosystem
CBO	Community-Based Organization
CSO	Civil Society Organization
DQA	Data Quality Assessment
DRMP	Disaster Response and Management Plan
FDM	Foundation for Development Management
GBV	Gender-based Violence
GCI	Good Citizen Initiative
GESI	gender equality and social inclusion
HoR	House of Representatives
JC	Judicial Committee
LG	Local Government
LISA	Local Government Institutional Self-Assessment
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MTEF	Mid-term Expenditure Framework
NCP	Nepal Communist Party
PEA	Political Economy Assessment
PLG	Provincial and Local Government
PM	Prime Minister
RFP	Request for Proposal
SIAP	Service Improvement Action Plan
SOW	Scope of Work
STF	Support to Federalism
SUTRA	Sub-National Treasury Regulatory Application
USAID	U.S. Agency for International Development

1. Introduction

1.1 Background

In May 2019, Abt Associates was awarded the United States Agency for International Development (USAID)'s Nepal Sajhedari–Support to Federalism (STF) project. This project is valued at \$14,576,381 over six years—three base years and three option years—and will support Nepal in its post-conflict constitutional transition from a unitary to a federalist state. Specifically, Sajhedari aims to “provide primarily technical assistance to the [Government of Nepal] in transitioning from a unitary state to a federation of provinces with more effective, accountable, responsive, and inclusive local governance.” The project is pursuing this goal through three objectives:

1. The GoN creates and implements sound policies and legislation that are informed by evidence and that empower, finance, and regulate provincial and municipal governments.
2. The targeted provinces and selected municipal governments therein are more responsive, inclusive, accountable, transparent, and effective in decision-making and delivering priority services to fulfilling core legal responsibilities.
3. Citizens and civil society organizations in targeted geographic areas, including the historically marginalized, actively participate in local decision-making and oversight.

Sajhedari focuses on 10 *palikas* across Nepal's Sudur Paschim and Lumbini provinces. The project supports USAID's Development Objective #1: “More Inclusive and Effective Governance” and four Development Objective #1 Intermediate Results.

1.2 Format of the Report

This quarterly progress report covers the period from October 1, 2020, through December 31, 2020 [i.e., Quarter 1 (Q1) of Year Two]. The report begins with an update on Nepal's political situation. It then turns to discussing progress made this quarter under each of the project's three main objectives, as well as in the cross-cutting areas of gender equality and social inclusion (GESI), and monitoring, evaluation, and learning (MEL). Next, we turn to discussing operations and project management; and grant implementation and appraisal, including consultants and subcontracts. The report concludes by flagging problems encountered this quarter and proposed remedial actions, and highlighting major upcoming events planned for next quarter.

2. Country Situation

2.1 Overview

The quarter witnessed further worsening of political deadlock and shifting priorities amidst rising cases of COVID-19. The lack of will and action to unify the factions within the ruling Nepal Communist Party (NCP) occupied the government's agenda, inhibiting the party's ability to support the ongoing implementation of federalism. Additionally, the tumultuous political environment detracted from the government's focus on achieving its development priorities and missed opportunities to lead COVID-19 preparedness and response measures.

2.2 Political Situation

Government Dissolves House of Representatives (HoR), Fracturing Politics across Nepal

On December 20, 2020, the government dissolved the HoR and announced dates for midterm elections from April 30–May 10, 2021. The opposition factions and other political leaders within the NCP have decried the move as ‘un-constitutional,’ but the Supreme Court has set up a constitutional bench to assess the situation. Both factions of the NCP have filed an application in the Election Commission of Nepal over legitimacy. Though both the Supreme Court and the Commission’s decisions are forthcoming, a series of protests and rallies have erupted across the country in favor and against the dissolution of parliament. These have been met in some instances by a harsh response from security forces. Amidst the charged political atmosphere, senior government and political leaders have begun diverting public resources for party functions.

The move to dissolve the HoR has led to factionalizing across all levels of government, including within Sajhedari’s partner provinces. The Lumbini provincial government is dominated by the NCP’s pro-Prime Minister (PM) faction, but Sudur Paschim is held by the party’s anti-PM group. The main opposition party, the Nepali Congress, and the PM-led faction of the NCP are reportedly negotiating a deal to form governments in provinces where the anti-PM faction currently holds power. However the road to a power sharing agreement is unclear, as the Nepali Congress is internally divided over the dissolution of the HoR. The minority faction within the Nepali Congress is demanding that its party leadership play a decisive role against the PM’s move and consolidate anti-government sentiments. However, the party leadership is taking dual positions—hedging against all outcomes, and is preparing for elections or join the protests, depending on how the situation unfolds.

At the local level, federal faction leaders are luring local cadres to their respective groups. Larger cities in particular—including Bhimdatta, Dhangadhi, Ghorahi, and Tulsipur (four of Sajhedari’s partner *palikas*)—have seen heightened political tensions. Additionally, the political situation has shifted local government priorities to managing political factions, distracting from their development agendas, including the implementation of federalism.

China Steps Up Engagement, While India Plays From Behind

In parallel to the fluid domestic political situation, international actors, especially China, have increased their influence in Nepal. Beijing has dramatically intensified its engagement with leaders of both of the NCP’s factions. This includes high-level diplomatic visits, which have reportedly pushed for party unification.

In contrast to China’s engagement, India has so far taken a ‘watch and wait’ or ‘behind-the-curtain’ approach. However, the Nepali PM’s decision to reshuffle his cabinet hints that the India-Nepal relationship may increase in importance. The new Minister of Federal Affairs and General Administration reportedly brings close ties with a state leader of India’s ruling Bharatiya Janata Party (BJP). The BJP figure previously played an important role in ratcheting down tensions between India and Nepal, following Nepal’s publication of a map depicting disputed land in Kalapani-Limpiyadhura as part of its territory. Additionally, India has added Nepal to the list of South Asian countries to which it will donate millions of doses of the COVID-19 vaccine. The

move—which analysts have described as ‘vaccine diplomacy’—is seen as an attempt to counter rising Chinese influence in the region, and in Nepal in particular.

2.3 COVID-19

Nepal has seen 256,592 confirmed COVID-19 cases, including 7,384 active cases, as of December 24, 2020. The country is preparing more than 16,000 vaccination sites, which will soon begin to inoculate front-line and essential workers. However, the detection of three British coronavirus variants has increased the pressure on Nepal’s already overburdened healthcare system.

The ongoing pandemic continues to slow Sajhedari’s work. Many of Sajhedari’s partner *palikas* are located near the India-Nepal border, exposing them to waves of returning migrants from India. Other *palikas* have high numbers of returning migrants from overseas. As a result, municipal offices largely remain closed, or are operating with restrictions, to guard against the virus. A number of local officials, as well as members of Sajhedari’s own staff and their families, have contracted the virus, further disrupting the project’s work. Though Sajhedari’s affected personnel have since recovered, the risk to other staff remains high, especially given the uptick in travel due to local holidays and the loosening of restrictions on movement. Sajhedari continues to be guided by its Risk Mitigation Plan and is reviewing regular field updates to track, assess, and adapt to the evolving situation.

3. Quarterly Achievements, Results, and Major Activities by Objective

3.1 Objective 1

The GoN Creates and Implements Sound Policies and Legislation That Are Informed by Evidence and That Empower, Finance, and Regulate Provincial and Municipal Governments

This quarter, Sajhedari focused on completing its study on *Bottlenecks to Capital Expenditure*, as well as initiating another study on *Own-Source Revenue (OSR) Policy*. The project also worked with the National Association of Rural Municipalities in Nepal to design a policy advocacy and local government capacity-building program. The initiative will identify and prioritize inter-governmental dialogue and advocacy on four or five key service delivery policy priorities, with a focus on Sajhedari’s working provinces and municipalities.

KEY ACHIEVEMENTS:

Sub-Result 1.1: Policy and Legislation Are Informed by Evidence

1.1.1: Conduct four high-level policy research projects

This quarter, Sajhedari made progress on two pieces of high-level policy research:

- **Capital Expenditure Analysis:** In Q1 the project worked to finalize a study on the public financial management (PFM) bottlenecks constraining capital expenditure in Nepal. This involved analyzing legal structures, processes, and institutions across all three governmental tiers. The assessment found that there is no single cause of underspending

on capital projects. Rather, there is a systematic failure to enforce the regulatory and legal frameworks that guide PFM, which cut across virtually all sectors and projects/programs. Though Nepal has implemented nearly three-quarters of its capital budget each year, there is substantial room to improve the quality, planning, and implementation of capital investments. PFM bottlenecks to capital expenditure include large human resources gaps at the local level (especially for technical personnel such as engineers), corruption, and weak links between capital budgeting and medium-term strategic planning and expenditure frameworks.

- **Study on OSR:** Sajhedari initiated a study on OSR in the project’s two partner provinces (Lumbini and Sudur Paschim) and four partner *palikas*. The study aims to provide the project with a foundational understanding of OSR policy development, administration, collection, and enforcement. The study’s findings will inform the project’s support to partner provincial and local governments. Specifically, the project plans to help improve local and provincial OSR mobilization, through the development and implementation of Revenue Improvement Action Plans. The analysis should also identify any policy, legislative, administrative, or procedural gaps that inhibit local revenue generation. A team of consultants (including an international consultant) with expertise in fiscal federalism, have commenced work on the study, including initiating field work. Sajhedari anticipates completing the study in March 2021.

Sub-Result 1.2: Policy Processes Are More Open, Participatory, and Inclusive

1.2.1: Build capacity for participatory policy formulation process at the province level

As part of strategic alliance building with local government associations, Sajhedari has engaged with the National Association of Rural Municipalities in Nepal, which represents 61 percent of the country’s local governments, to identify and prioritize inter-governmental dialogue and advocacy on four or five key service delivery policy priorities, with a focus on Sajhedari’s working provinces and *palikas*. The main objective of the proposed initiative is to facilitate dialogue between the three levels of governments on the exclusive and shared list of powers, with a focus on sub-national levels. The initiative also aims to build local government capacity in the policy negotiation, formulation, and enactment processes. A Scope of Work (SOW) has been developed and shared with USAID for review, with a view towards initiating activities in Q2.

3.2 Objective 2

The Targeted Provinces and Selected Municipal Governments Therein Are More Responsive, Inclusive, Accountable, Transparent, and Effective in Decision-Making and Delivering Priority Services to Fulfilling Core Legal Responsibilities

This quarter, Sajhedari focused on laying the foundation for Year Two activities by evaluating capacity gaps among key local government stakeholders and developing strategies for the project to address them. This included developing plans for building local capacity on the Sub-National Treasury Regulatory Application (SUTRA) and Disaster Response and Management Plans (DRMPs). Additionally, the project provided technical assistance to help Dangisharan, Dhangadhi, and Bhimdatta develop GESI policies, and it supported a national anti-Gender-based Violence

(GBV) campaign with radio programming on GBV. The radio programs reached an estimated 900,000 listeners across 21 districts.

KEY ACHIEVEMENTS:

Sub-Result 2.1: Municipal and Provincial Governments Are More Responsive, Inclusive, Accountable, Transparent, and Effective in Decision-making

2.1.1: Produce an annual citizen survey and municipal scorecard

Progress regarding the annual citizen survey and municipal scorecard is covered in Section 4.1 (Monitoring, Evaluation, and Learning).

2.1.3: Complete and publish provincial and municipal profiles

This quarter Sajhedari:

- **Developed three *palikas*' profiles.** Following delays related to COVID-19 in Year One, Sajhedari contracted Smart Tech Nepal Pvt. Ltd. to help Bhimdatta, Dhangadhi, and Dangisharan develop their municipal profiles. Following a kickoff meeting between the firm and *palika* officials, the three *palikas* expressed enthusiasm for developing the profiles. Dhangadhi and Dangisharan will mobilize 100 and 21 enumerators, respectively, to help with data collection, which is expected to be completed over the next month. Bhimdatta has already collected household data, per Minister of Federal Affairs and General Administration guidelines, but will receive support to develop its profile. The profiles will be available in both English and Nepali and accessible via each *palika*'s website. Sajhedari will also train staff from each *palika* on maintaining and updating their profiles going forward.
- **Identified *palikas*' needs for updating and digitalizing municipal profiles.** Sajhedari is also working to strengthen and digitalize *palikas*' existing profiles. This quarter, Sajhedari evaluated partner *palikas*' profiles based upon the Minister of Federal Affairs and General Administration's guidelines. Of the seven *palikas* with existing profiles, five (Shikhar, Punarbas, Gauriganga, Ghorahi, and Tulsipur) had relevant data and information, whereas two (Bitthadchir and Dipayal-Silgadhi) had poor data quality and coverage. Sajhedari will use the results of this evaluation to tailor its support to its remaining *palikas* in Q2.

2.1.5: Support in formulating and updating the Disaster Risk Management Plan (DRMP)

Nepal's Constitution and regulatory framework, including the Local Government Operations Act, places responsibility for disaster management in the hands of local governments. The Act also charges local governments with formulating laws, policies, and strategic plans to deliver public services to citizens. However, few local governments have developed, or set a target to develop, a DRMP.

Sajhedari is working to capitalize on the political atmosphere created by COVID-19, which has built momentum for establishing DRMPs at the local level. To support the project's ambitions, the project used Q1 to conduct an initial scoping of the DRMP landscape in its partner *palikas*. The

scoping revealed that seven *palikas*¹ are keen on developing DRMPs, having allocated budgetary resources to develop them in partnership with Sajhedari under a cost-sharing approach. Sajhedari also created an SOW to help these *palikas* establish DRMPs in Year Two.

Additional activities under Sub-Result 2.1

Helped *palikas* draft policies and procedures: In Year One, Sajhedari conducted a training for local government personnel to strengthen their capacity to design and implement local GESI measures. The training was designed to fill gaps identified by the project’s GESI Assessment, which was conducted during June–July 2020, and also recommended helping local governments integrate GESI into their laws and policies. In Q1 of Year Two, Sajhedari provided technical assistance to Dangisharan, Dhangadhi, and Bhimdatta to develop *palika*-level GESI policies. Specifically, Sajhedari embedded its Municipal Coordinators on the drafting committees for each policy. Similarly, in Tulsipur, Sajhedari’s Municipal Coordinators served as members of the drafting committee to help develop the *palika*’s public hearing policy.

Prepared SUTRA training SOW for *palika* accounting staff. SUTRA is a web-based planning, budgeting, and accounting system developed to assist sub-national governments with PFM. COVID-19 forced Sajhedari to delay its plans to build sub-national capacity on SUTRA in Year One. However, this quarter, Sajhedari conducted a survey to evaluate partner *palikas*’ ability to use SUTRA and designed a training to fill gaps identified by the survey. Sajhedari plans to launch the training in Q2, in coordination with the Minister of Federal Affairs and General Administration, the Financial Comptroller General’s Office, and USAID’s Public Financial Management Strengthening Project.

Sub-Result 2.2: Municipal and Provincial Governments Are More Responsive, Inclusive, Accountable, Transparent, and Effective in Delivering Priority Services to Fulfill Core Legal Responsibilities

2.2.1: Support local governments (LGs) in adopting digital and remote working tools to improve planning, implementation, and reporting

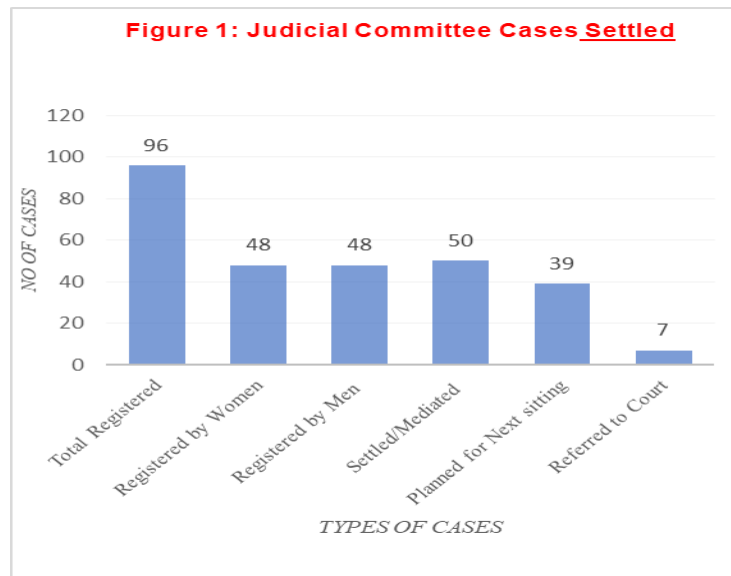
In Q4 of Year One, Sajhedari provided information technology equipment to partner *palikas* to facilitate remote work and ensure the continuation of public services during the COVID-19 pandemic. This quarter, *palikas* finished installing the new equipment, indicating their intention to maintain it going forward.

¹ The *palikas* are Dipa yal-Silga dhi, Shikhar, Punarbas, Dhangadhi, Ga uriga nga, Ghorahi, and Dangisharan.

2.2.8: Support local Judicial Committees

Judicial Committees are elected bodies, which are managed by local governments, and help to adjudicate and mediate disputes among community members. In Q4 of Year One, Sajhedari organized a three-day training for judicial committee members on hearing cases in a timely fashion; the mediation process; ensuring accessibility for women, members of marginalized communities, and senior citizens; and archiving and managing records.

Results from this quarter suggest the training has had a positive effect on the committees, as 50 (52 percent) of 96 cases before committees in Sajhedari’s partner *palikas* were settled.



This includes 46 percent of the cases registered by women. It represents an uptick from the committee’s previous settlement rate in Q4 of Year One, during which period, roughly 30 percent of cases were settled.

Additionally, Sajhedari supported judicial committees this quarter by producing a public service announcement on judicial committee services, and airing the announcement on local radio stations in Sajhedari’s partner *palikas*. The radio announcements were produced in coordination with *palika* governments, and included information on judicial committee services, as well as how individuals can register a complaint with judicial committees.

3.3 Objective 3

Citizens and Civil Society Organizations in Targeted Geographic Areas, Including the Historically Marginalized, Actively Participate in Local Decision-Making and Oversight

This quarter, Sajhedari continued its support to civil society organizations (CSOs) and community-based organizations (CBOs), despite ongoing challenges involving in-person gatherings due to COVID-19. Sajhedari focused its capacity-building efforts on civic engagement and citizen-led dialogues with local governments. Under the project’s Good Citizen Initiative (GCI), Sajhedari is cultivating loose networks of governance-focused, grassroots CSOs and CBOs. In total, 11 GCI trainings were held this quarter, which reached 149 CSO and CBO members. Following the trainings, the participating CSOs and CBOs conducted ‘exit polls’ to collect feedback on local public service delivery from 550 citizens in 11 wards across all 10 of Sajhedari’s partner *palikas*.

Additionally, Sajhedari is working to build upon the success of its Governance Lab, which it established in Year One. This quarter, Sajhedari developed the curriculum for the third iteration of the lab, which will focus on local public expenditure tracking, and it re-designed the Lab’s e-learning platform, so that it can be used for all of the project’s remote trainings.

KEY ACHIEVEMENTS:

Sub-Result 3.1: Public Space for Citizen and Civil Society Engagement in Local Decision-Making Enhanced

3.1.1: Update CSO Mapping and Needs Assessment

Sajhedari completed its initial CSO mapping in Year One, and shared a draft of its *CSO Mapping and Needs Assessment Report* with USAID. The project is now engaging in a dialogue with USAID to refine the report's findings and recommendations. Enhancing the leadership capacity of CSOs and CBOs will take time and continuous interventions.

To continuously monitor progress and adapt to evolving CSO and CBO needs, Sajhedari plans to conduct the CSO mapping exercise on an annual basis. The project is now working to update the CSO mapping survey for Year Two. This quarter, Sajhedari completed the Year Two study design, which includes data collection instruments that will integrate leadership positions and the efficacy of CSO and CBO engagement with local governments into the assessment. This information will deepen the project's understanding of CSOs and CBOs and explore potential avenues for their meaningful participation in local governance. Sajhedari is planning to conduct the assessment in February–March 2021.

3.1.3: Support CSO engagement in LGs' planning and budgetary processes

The project supported CSOs' engagement with LGs' planning and budgeting process through its support for the GCI and Governance Lab. These activities are reported below, under Sub-Results 3.2.1 and 3.2.2, respectively.

3.1.4: Convene CSO forums to discuss legislation, policies, and regulations at local and province level

In Year One, Sajhedari used the opportunity provided by the Community Led COVID-19 Response Grants to facilitate the development of a loose network of CSOs working in the governance sector in Sudur Paschim. The project plans to replicate this initiative in Lumbini province in Year Two. The plan is to align the CSOs' participation with Sajhedari's three main objectives. Given the current political deadlock, the initiative is put on hold, as most of the CSOs are divided along party lines.

Sub-Result 3.2: Improved Civil Society Capacity for Monitoring and Oversight

3.2.1: Implement awareness-raising and capacity-building initiatives for civil society and citizens through GCIs at the ward and municipal level

Sajhedari is currently supporting 11, diverse GCIs—loose civil society and citizen group networks, which operate in the project's partner *palikas*. This quarter, the project helped facilitate one new GCI: Sahayatra Nepal, which is located in Bhimdatta Municipality Ward No. 18 and focuses on gender minority groups. In total, 16 GCI events took place in Q1, reaching 149 individuals (71

men, 61 women, and 12 non-gender-binary individuals). The GCI events took place over two rounds:

- **GCI Round 1** was conducted in November 2020, included 11 two-day community events, and focused on CBO-led civic oversight. The events covered social accountability tools, such as citizen report cards and exit polls. They reached a total of 94 participants (45 men, 43 women, and 6 non-gender-binary individuals). Attendees were ethnically diverse (45 Brahmin Chhetri, 27 Janajati, and 22 Dalits) and included four persons with disabilities, six members of sexual-orientation and gender minorities, and 75 youth. Following the GCI, participants conducted exit polls in 11 of Sajhedari’s targeted wards. The polls captured feedback from more than 550 citizens on the quality and accessibility of public services. The CBOs presented the results of the polls to local government staff, who plan to share the findings in upcoming public hearings.
- **GCI Round 2** was conducted in December 2020, included 5 two-day events, and focused on inclusive leadership. The events reached 55 participants (26 men, 23 women, and 6 non-binary individuals). Participants were ethnically diverse, and included 25 Brahmin Chhetri, six Janajati, and 24 Dalits, as well as nine persons with disabilities, six members of gender and sexual orientation minorities, and 42 youth. The modules presented at the events were also informed by the findings of the project’s CSO Mapping and Needs Assessment.

3.2.2: Organize Good Governance Lab for CSOs working in Provincial and Local Governments (PLGs)

Sajhedari is working to build CSO and CBO capacity to engage in government oversight, including through public expenditure tracking. This quarter, Sajhedari worked to develop material for the third iteration of its Lab to train CSOs and CBOs on local-level public expenditure tracking. The project team has already completed the course content, prepared on- and off-line materials, and selected participants. Sajhedari is planning to organize this Lab during Q2.

Additionally, Sajhedari updated its Lab online platform, enabling its use for all of Sajhedari’s e-learning activities, under the name, “SAJHEDARI e-CHAUTARI.” The team also revised the platform to align with USAID’s Branding and Marketing requirements.

4. Cross-Cutting Themes

4.1 Monitoring, Evaluation, and Learning

KEY ACHIEVEMENTS:

Completed perception survey field work: The Foundation for Development Management (FDM) was awarded the contract to undertake the project’s baseline study, which will not only generate a baseline status for the project’s intervention areas, but also help establish baseline indicators. The FDM has completed field work and submitted the draft baseline report.

Data quality assessment (DQA) report by USAID: USAID provided Sajhedari with a DQA report following the DQA exercise in the previous quarter. The DQA aimed to bolster the Mission’s understanding of the strengths and weaknesses of data collected by implementing partners, and to help the partners comply with the Government Performance and Results Modernization Act. In total, 11 indicators were selected as part of the DQA. USAID provided recommendations for strengthening MEL systems and processes, along with recommendations involving specific indicators. At the system and process levels, USAID recommended Sajhedari build knowledge and common understanding around indicators and reporting among staff members, as well as clarify the roles and responsibilities of consortium members regarding data collection, reporting, and quality assurance. Indicator-level recommendations included clarifying definitions and ensuring that data collection, processing, and analysis methodology and instruments align well with the detailed performance indicator reference sheets. Sajhedari has prepared an action plan responding to the DQA recommendation, as well as a revision to the MEL Plan.

Developed monitoring and evaluation (M&E) database: The development of a Sajhedari M&E database is another significant achievement of this quarter. Quarterly achievement against the targets with required data disaggregation and data sources is now in place with USAID feedback.

Revised COVID-19 Google sheet for Sajhedari COVID-19 update: With the changes posed by the COVID-19 context in the country, the MEL Unit reviewed the existing sheet and revised it based on the current situation. By updating the Google sheet and preparing a summary table since the beginning of the lockdown, the MEL Unit is contributing to the bi-weekly *Sajhedari COVID-19 Update*.

Developed Sajhedari Abt Monitoring and Evaluation Ecosystem (AMEE): Sajhedari is developing a new MEL platform—Abt Monitoring and Evaluation Ecosystem (AMEE)—to support its MEL data management needs. The MEL team is reviewing the draft AMEE database. AMEE is an ecosystem of easily accessible and vetted technologies to enable projects to engage more strategically with their routine monitoring data and to turn data into insight. It is expected that using AMEE will provide Sajhedari with (i) ‘freedom within a framework’ to use recommended, pre-vetted tools for data collection and analytics, (ii) ensure access to routine technical support for tools within AMEE, (iii) make it easier to apply global best practices for MEL, and (iv) ultimately support use of project information for reporting, learning, and adaptive management.

4.2 Gender Equality and Social Inclusion

KEY ACHIEVEMENTS:

Supported national anti-GBV campaign with radio programs. GoN announced a 16-day period (November 16–December 10, 2020) of activism against GBV and gender-based discrimination. The period aligned with the United Nation’s Orange the World: Fund, Respond, Prevent, and Collect campaign to end GBV. Sajhedari supported this GoN initiative by working with its partner *palikas* to develop and air two 30-minute radio programs on local radio stations. The programs raised awareness about GBV and covered LGs’ roles, strategies, and activities to eradicate GBV. They also discussed integrating anti-GBV measures into local government budgets

and how judicial committees can support GBV violence survivors. The radio programs covered 21 districts², reaching an estimated 900,000 people. A breakdown of the radio stations on which the programs were broadcast and the *palikas* they covered is provided in Table 1 below. Local stakeholders reported that the radio programs have been well received by government officials and community members.

Table 1: Radio Stations Broadcasting Sajhedari's GBV Programming

Radio Station Name	Palika Covered
Radio Paschim Today	Dhangadhi Sub-Metropolitan
Sunaulo FM	Gauriganga Municipality
Suklaphanta FM	Bhimdatta Municipality
Belauri FM	Punarbans Municipality
Radio Kedar	Bitthadchir Rural Municipality
Doti FM	Shikhar Municipality
Tribeni FM	Dipayal-Silgadhi Municipality
Radio Prakriti	Tulsipur Sub-Metropolitan
Madhya Paschim FM	Ghorahi Sub-Metropolitan

Helped formulate GESI policies in three *palikas*. Building upon its GESI assessment and two-day GESI training—conducted in Year One—Sajhedari is helping three *palikas* to formulate GESI policies. This activity is reported under Sub-Result 2.1.

5. Operations and Project Management

5.1 Project Offices

Sajhedari-STF continues to follow its approved COVID-19 Risk Mitigation Plan, including a remote, work from home modality for most staff. However, the Kathmandu office has been operating this past quarter, although, in a somewhat limited manner. There are generally no more than 3-5 staff members allowed in the office at any time, and when in the office, staff must practice social distancing and wear masks when interacting with each other. While most staff continue to work from home, the finance and administrative team find it more efficient to occasionally work together in the office, with the COP, DCOP, MEL Director, and Communications Specialist, also rotating in and out a few days a week, to meet and discuss project progress together.

The project is still working towards planned office relocations in both Kathmandu and Dhangadi locations. The Dhangadhi office relocation has been slightly delayed due to COVID-19 related restrictions that have slowed final works on the building that need to be completed. It is expected

² The districts covered were Kailali, Kanchanpur, Doti, Daddeldhura, Dang, Rolpa, Banke, Bardiya, Salyan, Surkhet, Pyuthan, Arghakanchi, Acham, Baitadi, Dailekh, Jajarkot, Rukum, Myagdi, Baglung, Gulmi, and Kapilbastu.

Sajhedari-STF will start moving into its new office in Dhangadhi during the first week of February 2021, and continue to finalize works on the building through the month of February 2021.

5.2 Staffing

The Project started its recruitment for several vacant and recently added positions this quarter, including one key personnel position (GESI Director/Advisor), and in-line with its approved re-structuring plan. The following positions were advertised, candidates screened and short-listed, and interviews scheduled throughout most of January 2021. The following positions being recruited for include:

- 1) GESI Advisor-Kathmandu
- 2) Senior Policy and Research Specialist-Kathmandu
- 3) Database & GIS Specialist-Kathmandu
- 4) Senior Provincial Project Manager-Dhangadhi
- 5) Policy Specialist (2)-Dhangadhi
- 6) Governance Specialist (2)-Dhangadhi
- 7) Community Engagement Specialist-Dhangadhi
- 8) MEL Specialist-Dhangadhi
- 9) GESI Specialist-Dhangadhi
- 10) Driver (2)-Dhangadhi

The Project is excited to fill these positions, and to be at full strength before the end of the next quarter. While still limited by COVID-19, a larger, focused and motivated team under the proposed re-structuring plan, will be able to manage more work, better work together and support each other to implement key work plan activities, while remaining flexible and adaptive to new opportunities and the constantly changing context.

The senior management team is planning an on-boarding orientation for new staff, as well as an all-staff meeting in March 2021 to focus on the Project's Year Two work plan, and a wide range of other topics to ensure a clear, unified understanding of the Project's strategy and direction.

6. Grant Implementation and Appraisal

6.1 Grant Implementation and Appraisal

In Q1, there were 16 grants issued to CBOs and CSOs under Categories 1, 2 and 3. Category 1 was estimated to be under \$500, Category 2 was estimated to be under \$2,000, and Category 3 was estimated to be under \$7,500. Grants were originally issued from August 7, 2020, to October 31, 2020. However, an extension until December 10, 2020, was granted for Bikas Udhyami. The final installment to all grantees (with the exception of Bikas Udhyami) has been released, and the grants have been closed. Of the 16 grantees approved by USAID, one dropped out due to it not being able to maintain its legal status.

6.2 Consultants

An advertisement for an OSR consultant was posted on October 16, 2020, with a deadline of October 30, 2020. One consultant was hired for 40 days under Objective 1. The contract period is December 22, 2020–April 15, 2021.

6.3 Subcontracts

Under Objective 2, a subcontract was issued to Smart Tech Nepal Pvt. Ltd. to support development of online municipal profiles for Sajhedari’s partner *palikas*. After a consultation with *palika* representatives, the project decided to initiate support for the municipal profiles for Bhimdatta, Dhangadhi, and Dangisharan. The contract duration is December 23, 2020–April 22, 2021. A Request for Proposals was released on March 16, 2020, with an April 30, 2020, deadline. However, the deadline was extended due to COVID-19.

The subcontract for the FDM Pvt. Ltd. has been extended from an anticipated end date of September 30, 2020, to January 31, 2021. The contract was modified with no additional cost. FDM’s contract is for the baseline/citizen perception survey under the project’s cross-cutting MEL component.

The subcontract for the National Environment and Equity Development Society Nepal, which covers the Assistance for the Management of Returnees and Quarantines (AMRQ), has been extended from December 15, 2020, to February 15, 2021. The extension had no effect on cost. The subcontract was issued under Objectives 2 and 3.

7. Problems Encountered and Proposed Actions

Festivals (Dashain, Tihar, Bhai Tika, Chhatha, and others), as well as ongoing COVID-19 concerns, constrained the project’s ability to implement activities this quarter. The project was able to complete activities under the Challenge Fund grants, and worked on the baseline/citizen perception survey, but other field activities were limited this quarter. Most staff remained engaged in collecting, compiling, analyzing, and finalizing data and information for a number of plans and reports due this quarter, including this Q4 Progress Report, Performance Plan and Report (PPR) narrative, and the Year One Annual Report. Staff also worked to finalize a number of studies and assessments initiated in Year One.

The political deadlock, as a result of the dissolution of the HoR and associated protests, rallies, confrontations, and the sudden shift in the priorities of the leaders at all three levels of government, have seriously affected the project’s working environment, and will continue to do so in coming quarter. Sajhedari is revising its working priorities and is focusing on those activities requiring the least participation of political leaders/elected representatives. Sajhedari is closely observing the development and continues adapting as required.

Sajhedari-STF and its relationship with MoFAGA had become strained for a variety of reasons, including COVID-19 and staff turnovers at the senior level, including the COP, which contributed to some unintended neglect and reduced communications and coordination. With the new COP onboard, the Project committed to renewing its efforts to engage with MoFAGA this quarter, and

to building a stronger, more productive relationship. An initial meeting facilitated by USAID early in the quarter helped get things started in the right direction, and included Bishnu Gautam, the Joint Secretary of the Planning and Development Cooperation Coordination Division, and Resham Kandel, the Under Secretary of the same Division. There were four main issues that were brought up and discussed, which needed to be resolved/addressed. 1) Municipality expansion; 2) Steering Committee Terms of Reference; 3) Year Two Work Plan and Coordination; and 4) Setting the next Steering Committee meeting. This initial meeting was primarily an introductory meeting for the COP, but expectations were set and how to move forward, with the COP agreeing to follow up with MoFAGA to begin addressing these issues.

Following this initial meeting, Sajhedari-STF continued to reach out to and meet with the Joint Secretary and/or Under Secretary and additional 4 times during the quarter to focus on the topics identified. Together, the Terms of Reference for the Steering Committee were revised and accepted by all parties, and several dates for the next Steering Committee meeting were set then unfortunately postponed, for several reasons. In summary, the topic of municipality expansion could not be resolved by the Project, and needed to be discussed and agreed upon between USAID and MoFAGA. This discussion was unable to happen in the quarter due to several timing/scheduling challenges. However, a meeting has been agreed to in January between USAID and MoFAGA, with an anticipated Steering Committee meeting potentially in February 2021. There was also a change at the Under Secretary position with Resham Kandel replaced by Praladh Karki, but was smoothly managed, and Praladh quickly brought up to speed on Sajhedari-STF.

Sajhedari-STF also had an opportunity to meet with and present its Year One achievements and challenges, as well as its Year Two work plan to MoFAGA, with both Bishnu and Praladh in attendance, as well as Rishi Acharya, the Under Secretary in the DRR Division. The presentations were well received with very positive dialogue and interest expressed in the Project's proposed Year Two work plan, with several additional suggestions made for consideration by MoFAGA. Specifically, Bishnu shared an opportunity to provide support needed related to the Environment Protection Act, 2019 and the related mandate for local governments. He also detailed a capacity gap at the local level related to infrastructure development, and the requirement for Detailed Project Reports to access larger pools of government funding available. We committed to exploring these opportunities and following up with MoFAGA. There were also specific discussions about certain Sajhedari-STF planned interventions that MoFAGA requested strong coordination with them on, including the Local Institutional Self-Assessment and the Judicial Committee, which the project agreed to.

The quarter ended on a strong and positive note with MoFAGA, in view of the improved communications and increased level of coordination accomplished, which the Project committed to continue moving forward. To further improve coordination and collaboration, Sajhedari-STF discussed the potential of joint field visits in the coming period, if COVID-19 conditions permitted and could be safely facilitated, which MoFAGA was very keen to see happen.

We will continue to coordinate with both USAID and MoFAGA in the next quarter to organize the next Steering Committee meeting.

8. Major Upcoming Events Planned for Next Quarter

An overview of upcoming events/activities planned under each objective for the next quarter is provided below:

Objective 1

- Finalize the OSR study.
- Kick off policy-focused capacity-building and advocacy work.
- Support local-level law-making process (support to formulate and implement policy, law, working procedures etc. in line with the constitutional mandate).
- Organize one dissemination event on the project's policy work in Year One.

Objective 2

- Help *palikas* to conduct Local Institutional Self-Assessments, and create Capacity Development Plans and Service Improvement Action Plans.
- Complete municipal profiles in three *palikas* and start the revision/formulation in the other seven *palikas*.
- Start the formulation of the periodic plans and mid-term expenditure frameworks (MTEF).
- Start Revenue Improvement Action Plans.
- Start the Local Climate and Disaster Resilience Plans.
- Start designing digital dashboards for local governments.
- Start the establishment of a Citizen Help Desk, in partnership with local governments.
- Kick off capacity-building activities for *palikas*' thematic and functional committees.
- Organize and conduct SUTRA training for local governments.
- Support judicial committees in establishing and training Community Mediation Centers (CMCs) and standardizing the operational modality/system.

Objective 3

- Conduct annual CSO Mapping and Needs Assessment.
- Organize and conduct Governance Lab III.
- Review and shift GCIs to the Toile Committee development and mobilization.
- Convene one CSO forum on a priority policy and governance issue/theme.
- Support the second round of Challenge Fund grants.

Cross-Cutting Theme–MEL

- Conduct quarterly planning meeting.
- Introduce the AMEE database.

Cross-Cutting Theme–GESI

- Start piloting gender-responsive budgeting in one or two *palikas*.
- Support the formulation of GESI policies in selected *palikas*.
- Continue integrating GESI into capacity-building activities.

Annex 1 – Work Plan Table

Objective / Sub-Result	Activities	2020				2021				Milestones / Results ³			
		O	N	D	J	F	M	A	M		J	J	A
Objective One: GoN creates and implements sound policies and legislation that are informed by evidence and that empower, finance, and regulate provincial and municipal governments													
SR1.1: <i>Policy and legislation are informed by evidence</i>	1.1.1 Conduct four high-level policy researches												Research reports
	1.1.2 Conduct Political Economy Assessment (PEA) on federalism implementation with focus on sub-national levels												PEA Report
SR1.2: <i>Policy processes are more open, participatory, and inclusive</i>	1.2.1 Build capacity for participatory policy formulation process at the province level												Capacity-building plan, event reports
	1.2.2 Support the local-level law-making process												Policy/legal instruments
	1.2.3 Encourage public participation in policy processes and wider dissemination of policy products (includes the organization of four dissemination events)												Event reports and policy products
Objective Two: Targeted provinces and selected municipal governments therein are more responsive, inclusive, accountable, transparent, and effective in decision-making and delivering priority services to fulfilling core legal responsibilities													
SR2.1: <i>Municipal and provincial governments are more responsive, inclusive, accountable, transparent,</i>	2.1.1 Produce an annual citizen survey and municipal scorecard												Baseline established and annual progress reported
	2.1.2 Conduct Local Government Institutional Self-Assessment (LISA) and Service												Capacity Development Plan and SIAP

³ Overall targets and milestones are written in black. Progress made during this quarter is written in blue.

Objective / Sub-Result	Activities	2020				2021							Milestones / Results ³	
		O	N	D	J	F	M	A	M	J	J	A		S
<i>and effective in decision-making</i>	Improvement Action Plan (SIAP)													
	2.1.3 Complete and publish provincial and municipal profiles													PLG Profiles Analyzed existing <i>palikas</i> ' profiles –Called Request for Proposal (RFP) for municipal profiling –Selected a consultant firm for <i>palika</i> profiling –Decided to start with three municipalities that do not have profiles: Dhangadhi, Dangisharan, and Bhimdatta in the first phase. The remaining <i>palikas</i> have their profiles but not in digital form. Sajhedari will assist the remaining <i>palikas</i> to digitize their existing profiles and ensure their quality
	2.1.4 Support to PLGs in formulating and implementing Periodic Plan and MTEF													Periodic Plan, MTEF Developed SOW
	2.1.5 Support in formulating and updating the DRMP													DRMP Developed SOW
SR2.2: <i>Municipal and provincial governments improve delivery of priority public services</i>	2.2.1 Support LGs in adopting digital and remote working tools to improve planning, implementation, and reporting													Event report, digital dashboard/platform
	2.2.2 Support LGs in setting up and operationalizing Citizen Help Desk													Event report
	2.2.3 Mainstream GESI within provincial offices (with focus on Ministry of Social Development)													Integration plan, report

Objective / Sub-Result	Activities	2020				2021							Milestones / Results ³	
		O	N	D	J	F	M	A	M	J	J	A		S
	2.2.4 Support PLGs in integrating GESI and GRB													Integration plan, report
	2.2.5 Support PLGs in GESI mainstreaming in planning, and service delivery, including response to COVID-19													GESI report, event report Provided technical support to three municipalities: Dhangadhi, Tulsipur, and Dangisharan in drafting GESI policy/procedure
	2.2.6 Assist municipalities in developing/updating revenue/expenditure analysis and OSR plans and implementation													OSR / Revenue Improvement Action Plan
	2.2.7 Support LGs to identify, develop, and implement innovative financing and social entrepreneurship solutions to support public service delivery													Public-Private-Partnership model, event report
	2.2.8 Support local Judicial Committees (JCs)													JC Plan, event report –Compiled and analyzed status of cases that are registered and settled through JC in each palika
	SR2.3 Learning institutions are enhanced and sustainable	2.3.1 Support to PLGs in instituting a peer-learning approach												
	2.3.2 Strengthen Provincial Coordination Council													Event report
Objective Three: Citizens and civil society organizations in targeted geographic areas, including the historically marginalized, actively participate in local decision-making and oversight														
SR3.1 Public space for citizen and civil society	3.1.1. Update CSO Mapping and Needs Assessment													

Objective / Sub-Result	Activities	2020				2021							Milestones / Results ³	
		O	N	D	J	F	M	A	M	J	J	A		S
<i>engagement in local decision-making enhanced</i>	3.1.2. Support CSO advocacy to localize open government principles at LGs													Open Government Principles-focused plan, event report
	3.1.3. Support CSO engagement in LGs' planning and budgetary processes													Engagement framework, event report
	3.1.4. Convene CSO forums to discuss legislation, policies, and regulations at local and province level													Event report
SR 3.2 Improved civil society capacity for monitoring and oversight	3.2.1. Implement awareness-raising and capacity-building initiatives for civil society and citizens through GCIs at ward and municipal level													Monitoring and oversight framework, event report Conducted two-day training on civic oversight mechanisms with a focus on monitoring public service delivery using exit polls and citizen report cards for 11 CSOs/CBOs
	3.2.2 Organize Good Governance Lab for CSOs working in PLGs													Event report Finalized training curriculum for Good Governance Lab III. The lab will focus on budget literacy and Public Expenditure Tracking Surveys (PETS) tools
	3.2.3 Support CSOs for action learning													Event report
	3.2.4 Mentor and provide technical support to Challenge Fund awardees to build capacity and ensure sustainability													15 grantees were provided with mentoring and technical support to implement Community Led COVID-19 Response Grants
Cross-Cutting Theme—MEL														

Objective / Sub-Result	Activities	2020				2021							Milestones / Results ³		
		O	N	D	J	F	M	A	M	J	J	A		S	
	Capacity building for staff on MEL methods and tools (continued technical backstopping)														
	Internal review and planning meetings														
	Hold annual program review meeting														
	Conduct joint-work planning sessions														
<i>Cross-Cutting Theme—GESI</i>															
Enhanced GESI knowledge and capacity	4.2.1 Support to formulate and implement GESI policies and priorities														GESI policies, reports Provide technical input in formulating GESI policies in three municipalities.
	4.2.2 Integration of GESI in the capacity building activities														Event reports

Annex 2 – MEL Progress Table (PITT Table)

#	Indicator	Indicator Type (Output, Outcome, Impact, Context)	Data Disaggregation	Data Source/ Collection Method	Reporting Frequency	Geo-code level (National, District, Village Development Committee, Ward)	Baseline (& Year)	Base Period					
								Year 1 (FY20)		Year 2 (FY21)			Remarks
								T	A	T	TQ 1	A Q1	
1	Number of public policies introduced, adopted, repealed, changed, or implemented consistent with citizens' input	Outcome	Province, <i>palika</i> , type of public policies	Policy research report	Annual	Province / <i>palika</i>	0	10	8	12	2	0	
2	Number of LGs with improved and more inclusive administration of public services	Outcome	Province, <i>palika</i> , status of local plan implementation	Perception survey report	Annual	Province / <i>palika</i>	0	5	0	10	0	0	
3	Number of LGs receiving U.S. Government (USG) assistance with increased OSR	Outcome	Province, <i>palika</i>	<i>Palika</i> annual report	Annual	Province / <i>palika</i>	0	3	0	5	0	0	
4	Increased percentage of respondents who report that services received from LGs satisfactorily respond to their need (USAID/Nepal DO1 PMP 1.4.2-2)	Outcome	<i>Palika</i> , sex, caste/ethnicity Numerator; Denominator	Survey report	Annual	<i>Palika</i>	76%	76% baseline	0	22%	NA	NA	
								Numerator: Respondents satisfied with LG services additional to baseline	200	50	440		
								Denominator: Total number of respondents surveyed Assumption: Estimate of survey coverage is 10 <i>palikas</i> * 200 respondents per <i>palika</i>	2000	2000	2000		
5	Number of participatory and evidence-based policy research products produced with USG assistance	Output	Type of research-public policy and service, local institutions	Policy research report	Quarterly	Federal, province, and <i>palika</i>	0	4	3	5	0	0	
6	Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at federal and province level	Outcome	Type of legal instruments, draft, proposed, adopted, federal, province	Legal instruments document.	Annual	Federal, province, and local	0	1	0	2	0	0	
7	Number of policies in each of the following stages of development as a result of USG assistance in each case: 1. Analysis 2. Stakeholder consultation / public debate 3. Drafting or revision	Output	Disaggregated by each of 5 stages of development By Indo-Pacific Transparency Initiative (IPTI) domain	Policy report	Annual	Federal, province, and local	0	20	21	33	0		0

#	Indicator	Indicator Type (Output, Outcome, Impact, Context)	Data Disaggregation	Data Source/ Collection Method	Reporting Frequency	Geo-code level (National, District, Village Development Committee, Ward)	Baseline (& Year)	Base Period						
								Year 1 (FY20)		Year 2 (FY21)			Remarks	
								T	A	T	TQ 1	A Q1		
	4. Approval (legislative or regulatory) 5. Full and effective implementation													
8	Percentage increase over baseline of positive public perceptions of participation, inclusion, transparency, responsiveness, and accountability in decision-making at the local level	Outcome	<i>Palika</i> , sex, caste/ethnicity Numerator; Denominator	Survey report	Annual	Province, <i>palika</i>	23.46	20%		40% (20% from baseline)	NA	NA	Annual Reporting	
			Numerator: No. of respondents with positive responses at least 3 among 5 perceptions additional to baseline. <i>Estimates - pending baseline</i>				485	200		400				
			Denominator: No. of total respondents. <i>Estimates - pending baseline</i>				2069	1000		1000				
9	Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government	Output	Type of mechanism, province	Event report	Annual	Province	0	5	0	20	0	0		
10	Number of USG-supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	Output	Type of events, trainings, activities	Events report	Quarterly	Province, <i>palika</i>	0	5	4	10	0	0		
11	Percentage increase in public sector management performance metric scores by partner LGs	Outcome	<i>Palikas</i>	LISA report; other GoN metrics	Annual	Province, <i>palika</i>	TBD	30%		20%	NA	NA	Annual	
			Numerator: Total scores achieved by <i>palikas</i> for 4 thematic areas among LISA indicators. <i>Estimates - pending baseline</i>				TBD	30		20				
			Denominator: Total maxim scores for 4 thematic areas among LISA indicators. <i>Estimates - pending baseline</i>				100	100		100				
		Output	By <i>palika</i> , type of cases	<i>Palika</i> records	Quarterly	Province, <i>palika</i>	TBD	20%		25%				
			Numerator: Grievances/cases settled within 3 months				TBD	10		12				
			Denominator: Grievances/cases opened				50	50		50				
12	Number of local-level conflicts mitigated with USG assistance	Output	<i>Palikas</i> GoN reports gender, caste/ethnicity							300	82	50		
13	Increase in percentage of projects implemented by partner LGs that are selected from community forums	Output	<i>Palikas</i> , type of priorities, fiscal year	<i>Palika</i> annual plan	Annual	Province, <i>palika</i>	TBD	15% baseline		10% (% change from base)				
			Numerator: Increased number of LG-implemented projects selected from community forums compared to baseline. <i>Estimates - pending baseline</i>				50	8		5				

#	Indicator	Indicator Type (Output, Outcome, Impact, Context)	Data Disaggregation	Data Source/ Collection Method	Reporting Frequency	Geo-code level (National, District, Village Development Committee, Ward)	Baseline (& Year)	Base Period					
								Year 1 (FY20)		Year 2 (FY21)			
								T	A	T	TQ 1	A Q1	Remarks
			Denominator: No. of projects implemented by LGs. <i>Estimates - pending baseline</i>				100	50		50			
14	Number of local governments receiving USG assistance to increase their annual OSRs	Outcome	Province, <i>palika</i>	<i>Palika</i> records	Quarterly/annual (cumulative)	<i>Palika</i>	0	10		10			
15	Number of government officials receiving USG-supported trainings	Output	<i>Palika</i> , position, sex, caste/ethnicity, Topic (anti-corruption, public finance management, political process, civic engagement, GESI, leadership, etc.)	Training report	Quarterly	Province, <i>palika</i>	0	400	349	575			
16	Number of learning or oversight events organized with Provincial Center for Good Governance and other institutions	Output	Type of events/oversight, institutions	Event report	Annual	Province, <i>palika</i>	0	2	0	3			
17	Number of CSOs receiving USG assistance engaged in advocacy interventions	Output	Type of CSOs	Activity report	Quarterly (cumulative)	Province, <i>palika</i>	0	10	14	10		7	
18	Increase in percentage of leadership positions in USG-supported community management entities (CSOs, CBOs, School Management Committee, women groups, user groups, Tole, etc.) that are filled by a woman or member of a vulnerable group	Outcome	Type of organizations, type of positions, sex, caste/ethnicity	CSO record / report	Annual (cumulative)	<i>Palika</i> , CSO	TBD	5%	64 %	70% (6% point increase from Y1)			
			Numerator: Number of women in leadership position					35	37	70			
			Denominator: Number of people in leadership position					700	58	100			
19	Number of people affiliated with CBOs, CSOs, or private sectors receiving USG-supported trainings	Output	<i>Palika</i> , CBOs/CSOs, sex, age, caste/ethnicity, Topic (anti-corruption, public finance management, political process, civic engagement, GESI, leadership, etc.)	Training report	Quarterly	<i>Palika</i>	0	400	348	500		149	
20	Number of USAID-supported CSOs and community management entities engaged in public expenditure tracking	Output	<i>Palika</i> , CSOs	Activity report	Quarterly	<i>Palika</i> , CSO	0	5	4	10			
21		Output	<i>Palika</i> , CSOs	Activity report	Quarterly	<i>Palika</i> , CSO	43%	10%		20%	12 %	5%	

#	Indicator	Indicator Type (Output, Outcome, Impact, Context)	Data Disaggregation	Data Source/ Collection Method	Reporting Frequency	Geo-code level (National, District, Village Development Committee, Ward)	Baseline (& Year)	Base Period					
								Year 1 (FY20)		Year 2 (FY21)			Remarks
								T	A	T	TQ 1	A Q1	
	Increased proportion of community forums that actively engaged in oversight of public-service delivery	Numerator: Additional community forums actively engaged in oversight					TBD	13		26		11	
		Denominator: Total community forums covered by STF project						130		130		201	
22	Number of mechanisms for external oversight of public resource use supported by USG assistance (DR.2.4-2)	Outcome	Type of oversight actions, actor oversight	Activity reports	Quarterly	District, <i>palika</i> , CSO	TBD	10	10	20	0	0	
23	Number of organizations that update, develop, and or practice GESI policies and standards	Output	<i>Palika</i> , organizations, policies	GESI policy/standard	Annual	Province, <i>palika</i>	TBD	5	0	15	0		
24	Proportion of trainings that integrated GESI components effectively	Output	<i>Palika</i> , sex, age, caste/ethnicity	Training report	Quarterly	Palika, institution	0	60%		75%	50 %	Will update	
		Numerator: No. of trainings delivered that integrated GESI effectively					0	19		27			
		Denominator: No. of trainings delivered					0	32		36			
25	Number of local women participating in a substantive role or position in a peacebuilding process supported by USG assistance	Outcome	30 years of age and under 31 years of age and over	Women positioned record	Rolling basis	Province, <i>palika</i>	0	50	0	125	0	0	
26	Number of people from marginalized groups participating in a substantive role or position in a peacebuilding process supported with USG assistance (excluding women)	Output	Male Female	Marginalized group positioned record	Quarterly	Province, <i>palika</i>		65	0	75	0	0	
27	Percentage of USG-assisted organizations with improved performance [IM-level]	Outcome	none	LISA report; other GoN metrics	Annual	<i>Palika</i>				100%			
		Numerator: No. of <i>palikas</i> supported by STF project that have improved performance in at least one area among 4 thematic areas											
		Denominator: No. of <i>palikas</i> supported by STF project											

Annex 3 – Budget Information

The table below presents the Sajhedari-STF expenditures against the budget for this quarter.

Pipeline Report												
FY 2021-Q1												
Organization:		Abt Associates Inc.										
USAID Agreement No.		72036719C00001										
Activity Name:		Sajhedari -- Support to Federalism (STF)										
Activity Start Date:		5/13/2019										
Activity End Date:		5/12/2025										
S.N.	Cost Categories	Total Life of the project Budget (LOP)	Total Amount Obligated (To Date)	Actual Expenditure as of FY20Q4 Sep 2020	Actual Oct-20	Actual Nov-20	Actual Dec-20	Accruals Dec-20	Total Expenditure for FY21 Q1	Cumulative Total Expenditure as of FY21Q1 Dec 2020	Unliquidated Balance	Mortgage
		A	B	C	D	E	F		G = (D to F)	H = (C+G)	I = (B-H)	J = (A-B)
1	LABOR	2,507,365	5,389,044	570,332	37,956	37,693	42,512		118,161	688,493	2,616,938	9,187,337
2	FRINGE BENEFITS	1,077,164		245,015	16,306	16,875	19,033		52,213	297,228		
3	OVERHEAD	757,644		222,558	14,192	15,319	16,073		45,584	268,142		
4	CONSULTANTS - FEES/TRAVEL/ODC's	354,722		10,612		1,343	5,205	10,235	16,783	27,395		
5	TRAVEL AND PER DIEM	222,771		87,606	353	-339	7,573	5,297	12,884	100,491		
6	ALLOWANCES	211,772		126,236	-4,370	2,221	9,860	0	7,711	133,947		
7	OTHER DIRECT COSTS	2,554,068		193,152	34,910	22,872	19,141	5,218	82,141	275,292		
8	EQUIPMENT	132,467		66,119	18,107	-607	48,476	3,003	68,980	135,099		
9	GRANTS	1,000,000		0	11,068			12,008	23,076	23,076		
10	SUBAGREEMENTS	3,737,176		254,114	32,956	28,100	34,839	28,179	124,074	378,187		
11	OTHER INDIRECT COSTS	1,261,325		235,408	16,929	19,396	24,926	3,581	64,832	300,240		
	TOTAL ESTIMATED COSTS	13,816,475			2,011,151	178,406	142,873	227,638	67,520	616,437		
12	FEE	759,906		110,613	9,812	7,858	12,520	3,714	33,904	144,517		
	Total	14,576,381	5,389,044	2,121,765	188,219	150,731	240,158	71,234	650,341	2,772,106	2,616,938	9,187,337

