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Report of Midterm Evaluation of Sustainable Development Planning Project, Nepal



Conducted by:



Maitriya Collaboration, Lalitpur

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Report of Mid-term Evaluation of Sustainable Development Planning Project, Nepal

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**The Development Fund - Norway, and
Namsaling Community Development Centre (NCDC)**

Conducted by:



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Cover Photos:

1. Group Discussion with Community members and Local leaders in Namasaling
2. Rural Development Tuki Association members, Dolakha
3. VDC secretaries are prioritizing their local needs, Ilam

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Executive Summary

Namsaling Community Development Centre- a non-governmental organisation in the funding support of Development Fund Norway has implemented the five year project (2012-2016) in different part of Nepal entitled ‘*Sustainable Development Planning Project*’. The project main aim is to achieve a participatory and transparent process in VDC periodic planning, and further to ensure that the projects in the plan actually are funded and carried out. This is process oriented, system focused and promotion of good governance rather than service delivery project. This midterm evaluation took place in the frame of the objectives of NCDC and DF based on the application and budget submitted to DF Norway. The Midterm evaluation focused mainly on the performance of SDP process, capacity building of local partner organisations, relevance and its implementation aspects undertaken by Village Development Committees in their constituencies with the following specific objectives:

- a. The relevance of ‘Sustainable Development Plans’ in Nepal
- b. The impact on development processes
- c. The capacity building of organizations that have facilitated SDPs
- d. The impact on individuals within the stakeholder groups, the general population, civil society groups and the private sector etc.

Approaches and Methods

The participatory approaches including appreciative inquiry and basket of participatory methods were used for the Midterm evaluation of the SDP project. The review of documents, semi-structured interviews, focus group discussion, key informant interviews, case studies, mood meter mapping (perception mapping of stakeholders towards the project based on their happiness) and score ranking tools were used to capture the qualitative and quantitative information from the respondents.

Key Findings

The findings of the Midterm evaluation has been summarized based on the objectives which are as follows:

a. The relevance of ‘Sustainable Development Plans’ in Nepal

The Local Self-governance Act, 1999 and Local Self-governance Regulation, 2000 has made it mandatory for all VDCs, Municipalities and Districts to form their periodic plan. Other policy documents like Minimum Condition and Performance Measurement, Environment Friendly Local Governance, Child Friendly Local Governance, etc. have also demanded periodic planning for VDCs and District Development Committees. It is therefore that SDPP seems to be relevant in the context of Nepal. The SDPP model could be the relevance in the future when local elections are established and local representatives are elected in Nepal. Because SD plan has found comprehensive, integrated, environmentally friendly and gender equality and inclusive as well as compared to Local governance and Community Development Programme. This model can be function in the new context of federal system

with some modification as well. The future threats to the use of the Sustainable Development Plans include resource constraints to the VDCs, capacity building of new elected political representatives in periodic plan and high development expectation of citizen on local and national government.

b. The impact on development processes

Sustainable Development Plans have found useful in implemented VDCs. There has been increased participation of women and marginalised groups of the society during VDC planning process and implementation level as compared to previous one. To some extent SD Plans contributed to the establishment of sustainable development mechanisms in the development initiatives and processes of the VDCs because of comprehensive planning document in place that is being useful for the prioritization of ward level and overall VDC planning in the participation of local political leaders, community user groups, non-governmental organisations and informal leaders. Around 64.2 - 80 per cent projects have been implemented successfully based on the SD Plans. The process of participatory development discourse has initiated during formulation of SDP, annual planning, VDC council meeting and prioritization of projects even in the settlement level. It has contributed to the promotion of gender equality and social inclusion, checked misuse of resources to some extent in the development processes at VDC level. At present, Sustainable Development Plan (SDP) has become a useful reference for formulating annual development plan for the local government, Non-Government Organizations (NGOs), Community Based Organizations (CBOs), Government Organizations (GOs) etc.

The sustainable development plans formulated in the facilitation of NCDC have found more bottom-up, gender equality and socially inclusive, based on primary data, integrated, environmentally friendly and technically and socially feasible as compared to periodic plan prepared by other development agencies. There has been participation of women, men, Dalits, marginalised groups of people during SDP formulation where their needs and priorities have been ensured in the document. It has increased the ownership among the local people that leads to the sustainability of the projects. However, there has been influenced by rural elites, local political leaders and senior bureaucrats in the prioritization of the projects due to patriarchal social structure, unequal power relations among the class, caste/ethnicity, gender and dominating attitudes and behavior in the society. In financial point of view, SDP seems to be slightly costly as compared to other periodic plans supported by other agencies including LGCDP.

b. The capacity building of organizations that have facilitated SDPs

The local partner organisations have been working independently after the training received from NCDC. They have replicated the local level planning methodology developed by NCDC. It would be appreciated for their good initiation and commitment to action. However, this has not been sufficient to maintain the quality of the document. As far as the financial matter is concerned that there has not been enough resources with the local partner organisations in the replication process of SD Plans. The VDCs and DDCs have realized the need and importance of periodic plan formulation. However, they do not have sufficient budget and expertise to formulate the SDP. The different stakeholders like VDCs, DDCs,

civil society organisations, local political leaders, academia, students etc have used the information of SDP to great extent. It has contributed to promote good governance, strengthening of democracy, human rights and transparency at local level. This model could be functional even in the new context of federal system with some modification. The political instability, slow process of new constitution making work and transitional phase are the major challenges for the replication of the model at national level.

d. The impact on individuals within the stakeholder groups, the general population, civil society groups and the private sector etc.

The SD Planning processes have contributed to some extent in order to judicial use of resources and need based planning particularly in VDCs. It has positive impacts at the local level to address the need and priorities of individuals, CSOs, private sectors and public sector. There has been observed many positive impacts at the communities that include participation of targeted groups in the planning process, increased allocation of budget in social sectors, reduced conflict among the local political leaders during planning, smooth running of development projects and rate of completion of numbers of projects have been increased, leadership development of women etc. The local people have started to raise the questions about the exploitative social attitude and behavior of the local power structures at the community due to increased knowledge on development issues. However, the SDP documents have not been widely distributed to the grass roots people in order to increase knowledge among the local people. **Organizational Assessment**

There has been found satisfactory achievement of the project's outputs and outcomes during the period (2012-March 2015) as planned. The NCDC- an implementing partner organization's team has found active, committed to cause and working with VDCs and DDCs and local partner organisations. However, there is room for improvement in documentation of best practices, lessons learnt and lobbying and advocacy with government and donors to influence policies and practices at local, national and international level.

Overall performance of the SDP project has been rated as satisfactory.

Recommendations

The following recommendations have been put forward for the future:

- The technical backstopping from NCDC should be continued for the local partner organisations to ensure quality of Sustainable Development Plans through trainings, cross visits, final look- up of the document before publication.
- The distribution of Sustainable Development Plans to the VDCs' population should be ensured. The Sustainable Development Plan should be available for of women, men, Dalits, disables, users groups, community-based organisations, schools, government service centers, civil society organisations and local political leaders etc.
- The proper implementation of the projects identified in the Sustainable Development Plans should be ensured through regular lobbying and advocacy with Village Development Committees, District Development Committees, local political party leaders, informal local leaders, community-based organisations, school teachers etc to

make a difference in the lives of women, poor men, Dalits, disables, children and other marginalised groups of the society.

- The participatory field monitoring of the implementation of SDP projects should be done at least twice in a year by NCDC staff in order to reinforce implementation of Sustainable Development Plans at Village Development Committees level and prepare the systematic report and disseminate the report to concerned stakeholders.
- Social audit/public hearings events should be organized once in a year at Village Development Committees level to promote transparency, good governance, local empowerment, ownership among local people and to control misuse of resources etc.
- The documentation of best practices and lessons learnt should be done by NCDC and local partner organisation and published the documents for wider circulation among the stakeholders.
- The lobbying and advocacy work should be focused for wider impacts through scaling up of across the country to make a difference in the lives of poor and vulnerable people in the spirit of right-based approaches to development in the days to come to influence policies and practices at local, national and international level.
- Local fund raising mechanism should be explored through the cultivation of high value crops in NCDC's land, organizing training to others, publications of useful materials and other social enterprises.
- Develop software of Sustainable Development Plans and widely distribute at Village Development Committees, District Development Committees, like minded organisations for practical use and institutionalization of the sustainable development planning processes.
- NCDC should develop the policy and strategy about sustainable development planning for organizational future direction and scaling-up of the periodic planning process across the country.
- NCDC should give attention on updating the organizational web site for wider audience. This is the part of sharing of knowledge with other individuals and organisations to influence policies and practices at local, national and international level.

Abbreviations

CBOs:	Community based Organisations
DDC:	District Development Committee
DF:	Development Fund
FGD:	Focus Group Discussion
GESI:	Gender Equality and Social Inclusion
GOs:	Governmental Organisations
GDP:	Gross Domestic Product
LGCDP:	Local Governance and Community Development Programme
LSGA:	Local Self-governance Act
MCPM:	Minimum Common Performance Measurement
MOLD:	Ministry of Local Development
MOFALD:	Ministry of Federal Affairs and Local Development
NCDC:	Namsaling Community Development Centre
NGOs:	Non-governmental Organisations
PLA:	Participatory Learning and Action
PVDP:	Periodic Village Development Plan
SDP:	Sustainable Development Plan
SDPP:	Sustainable Development Planning Project
SWC:	Social Welfare Council
VDC:	Village Development Committee

1. Introduction

1.1. Project Background

The Sustainable Development Planning Project (SDPP) is unique in nature that supported to the Local Governance of Nepal in order to strengthen the grassroots level sustainable development plans using participatory approaches and methodology particularly the Village Development Committees (VDC) and Municipalities through the implementing organization, Namsaling Community Development Center (NCDC). The main aim is to achieve a participatory and transparent process in VDC periodic planning, and further to ensure that the projects in the plan actually are funded and carried out. It is also an aim that this planning method will be adopted as a standard method on national level. In an unstable political situation of Nepal, SDP has been proved to be a guideline for implementing local development initiatives for consensus decision making, and for prioritizing projects in practical way. It is also being used for allocating VDC's annual financial resources transparently and finally to establish systematic development procedures.

NCDC has been facilitating formulation of VDC SDPs since prior to the Nepal Government's formulation of Local Autonomy Act 1998. The Development Fund has supported SDP planning since 1998. Until 2012, NCDC supported 48 VDCs in the Ilam district. In the current project period from 2012 to 2016, NCDC is also supporting VDCs in other districts in Nepal. It will do so through capacity building of other partner organizations to the method. The project has emphasized on the importance of environmental issues, gender and social inclusion in the planning.

Donor Partner: The Development Fund (DF), Norway is a non-governmental organization supporting environment and sustainable development projects in some countries in Asia, Central America and Africa. Through local partners in Nepal, DF has been working with food security, social mobilization, governance and natural resource management, since 1984. To date, DF is working through its partners in the districts of Humla, Bardia, Banke, Dang and Ilam. In addition, national program in climate change and agro-biodiversity are covering more districts than mentioned. Development Fund (DF) is not registered as an organization in Nepal, as it only works through Nepali partners. DF's back donor, Norwegian Agency for Development (NORAD), gives funding to DF through a 5 years agreement. Therefore, DF has secured funding for NCDC's project until 2016. DF has been a long time partner of NCDC since 1998.

Implementing partner: Namsaling Community Development Center (NCDC) is a nonprofit making, non-political, social, Nepali non-governmental organization founded in 1985 with a view to facilitating initiatives in community self-reliance. This organisation is officially registered with the Ilam District Administration Office and the Social Welfare Council (SWC). NCDC works in partnership with community members, community-based organisations, local and central governments, other Nepali NGOs, and international partners. Acting as a catalyst for local self-help solutions to rural development challenges and environmental degradation, NCDC facilitates initiatives in environment, agriculture, health

and sanitation, water, income generation, communications, education, savings and credit, sustainable development planning, and community-based natural resource management.

1.2. Rationale of the Midterm Evaluation

The SDPP has a project period of 5 years. DF's monitoring and evaluation system requires usually 2 evaluations during a 5 years period. In mid 2015, it is therefore time for carrying out the mid-term evaluation of the project in order to map out what has been working well and what needs to be improved. In addition to that DF is currently developing a new strategy for Nepal project portfolio for the period of 2017-2021 and the evaluation will therefore feed into the strategic formulation on continuation on democracy building in Nepal.

1.3. Objectives of the Midterm Evaluation

The objectives of this mid-term evaluation was set to assess mid way project performance and find out areas that need to be adjusted in the ongoing five year SDPP so that this would also feed into the strategic discussions on continuation on democracy building in Nepal. With reference to the results of NCDC's works, the specific focus of the midterm evaluation are as follows:

- c. The relevance of 'Sustainable Development Plans' in Nepal
- d. The impact on development processes
- e. The capacity building of organizations that have facilitated SDPs
- f. The impact on individuals within the stakeholder groups, the general population, civil society groups and the private sector etc.

1.4. Location of the Field Study

The Midterm evaluation was conducted in eight districts that include Ilam, Jhapa, Dhankuta, Terathum, Sankhuwasabha, Makwanpur, Dhading, Kathmandu and Dolakha where a total of 8 Village Development Committees have covered. The districts and Village Development Committees (VDC) have been selected as randomly based on four objectives mentioned in the TOR (see Appendix I).

1.5. Duration

The Midterm evaluation work was started in the first week of April and ended at the final week of April 2015. Few interviews that was planned for the last week of April were abandoned due to big earthquake disaster on 25th April 2015. However, preliminary work has already been started earlier particularly for carry out the document review and preparation of fieldwork plan etc.

1.6. Scope and Limitation of the Midterm Evaluation

The midterm evaluation was looked into four different levels of locations for data collection in connection to the status of SDPs. As stipulated in ToR and based in the project documents, the VDCs have been selected randomly in consultation with NCDC's staff (Table 1). There have been some limitations of the Midterm evaluation that included:

- Some of the responses obtained might be biased because of the presence of representatives from the donor and implementing organization in the evaluation team.
- The evaluator was not able to collect information from Budhanilkantha as planned due to unexpected devastating earthquake that occurred in central region of Nepal on 25th April. Therefore interviews with governmental bodies on national level were not included.
- Not many of respondents were from community or private sector, therefore reflection on the impact of these may be taken as limited information.

Table 1 Selection of districts and VDCs for the Midterm Evaluation

Status of SDP	No. of VDCs	Districts	Village Development Committees
1. VDCs with SDP formulated in the project period	Four	Dhading Makwanpur	-Pida -Hadikhola
2. VDCs with SDP formulated before 2012	Two	Ilam Sankhuwasaba	-Namasaling -Thamaphok
3. VDCs with SDP formulated by other organisations NCDC has supported/trained	Two	Dhankuta Dolakha	-Vedetar - Aalampu
4. VDC without SDP (for comparison of relevancy of SDP).	Two	Terathum Jhapa	- Basantapur -Khudunabari

1.7. Composition of the Midterm Evaluation Team

The evaluation team consists of three members from Maitriya Collaboration consultancy firm, DF and NCDC with significant experience in evaluation, governance, rights-based approach and capacity building of civil society organizations. The evaluation team included:

- Dr. Nar Bikram Thapa, External evaluator and team leader
- Ms. Leyla Kutlu, DF representative, team member
- Mr. Dinesh Bhattarai, NCDC representative, team member and
- Mr. Prabesh Chapagain, NCDC representative, team member

The implementing partners were involved in the team because of learning point of view in the evaluation process.

2. Approaches and Methodology

2.1 Design of the Study

The exploratory social research design was adopted during the field study. This is cross-sectional studies to the sampled population. This study was carried out in the project areas by selecting a purposive sample of respondents from a defined population and administered a semi-structured questionnaire to them. In addition to review of project documents, focus group discussion, key informant interview, case study and basket of Participatory Learning and Action's (PLA) tools and techniques were used to capture the quantitative and qualitative information from the respondents.

2.2 Approaches to the Study

The evaluation has adopted the combination of qualitative and quantitative methods; however, a greater focus on the qualitative methods was used for primary data collection. The quantitative information has been received from the monitoring and evaluation records of NCDC. The external evaluator has used both primary and secondary data. The participatory approaches and methodology with appreciative inquiry has been adopted while interaction with the rightholders. The evaluation team has done the due respect to the respondents during data collection process in the field. Ultimately, evaluation has been regarded as the negotiating and learning process among the primary and secondary stakeholders of the project.

The name and views of respondents have kept confidential to maintain research ethics. The sources of information have been triangulated with different groups for the validity and reliability of the information. The external evaluator has maintained the unbiased behavior while discussing with the respondents to find out the project impacts, outcomes, and outputs in real sense to capture the information related to change in the lives of rural women and men including children.

2.3 Source of Data

The information was collected from both primary and secondary sources. The NCDC staffs at Resource Centre, project staffs, government officials, women and men community members and civil society organizations were the primary sources of information. The study has also used information from secondary sources such as project progress reports, strategies, policies, application/proposal, and other published and unpublished documents related to SDPP.

2.4 Methods of the Midterm Evaluation

2.4.1 Review of Documents

Review of project applications, annual plans, annual reports, resource manual and other relevant documents was done. In addition, the review of existing survey reports, monitoring and evaluation reports was also studied.

2.4.2 Semi-structured Interview

The semi-structured schedule was developed. The open ended questions were designed based on project indicators. From an evaluation perspective, semi-structured interviews regarded as critical for developing an in-depth understanding of socio-economic issues in particular. These tools were used to collect the information during midterm evaluation process (Appendix II.a). A total of 84 respondents were consulted and interviewed during the midterm evaluation process.

2.4.3 Focus Group Discussion

FGDs and individual meetings was conducted with selected groups relevant to the project to find out the issues and dig out the people perceptions etc toward project processes, outcomes, impact, and challenges. These tools were used particularly to collect the information from community members, VDCs, DDCs, civil society organisations, and people from control areas where there is no SDP formulation.

2.4.4 Key Informants Interviews

The selected knowledgeable persons were contacted as Key informant to map out the relevance, impact and sustainability of the project. The key informants regarded as NCDC staff; key relevant people at DDCs/VDCs, Government of Nepal, Ministry of Federal Affairs and Local Development, and other relevant actors.



Key informant interview with founder member of NCDC

2.4.5 Case Studies

How change happened case studies were collected to map out the success of the project to figure out the changes in the life of the community women and men.

2.4.6 Mood Meter Mapping

Mood meter mapping tool was adopted to measure the happiness towards SDP project with direct rightholders, community members/other stakeholders. This is considered as perception mapping tool towards the project's performance by the rightholders. Interesting photographs have been presented below (Photo # 1) during information collection.

2.4.7 Score Ranking

Preference/score ranking of Participatory Learning and Action (PLA) tool was used to find out the effective program activities of the project. During the exercise four types of respondents that include women, men, VDCs/DDCs and NGOs functionaries were asked to score their judgment towards the main activities of SDPP.

2.5 Analysis of Data

The quantitative data was taken from project related documents and there was no need of high level of statistical analysis as these are presented in simple frequency tables. Qualitative data collected, using field information through group discussion/interview and observations were made ready in word processor. For the analysis purpose, different headings according to study inquiry were created and related information from the spreadsheet was put under the appropriate headings. All the information related to each heading reviewed critically and findings are presented in the report systematically.

2.6 Work Plan of the Field Study

The schedule/work plan was prepared during the field study in discussion with NCDC staff members. The evaluation team initiated the field work based on the work plan (Appendix II.b). Interesting photographs have been presented below (Photo # 2) during information collection.

3. Key Findings of the Midterm Evaluation

The Midterm evaluation study is focused in Sustainable Development Planning Project's outputs, outcomes and impact at different level. The project progress analysis and evaluation of various activities on the basis of target, achievements, review of literatures, programme progress reports, mood meter mapping, score ranking, case studies, focus group discussion, interview with key informants, organizational assessment etc have been presented below.

3.1 Relevance of the Sustainable Development Plans in Nepal

Periodic Planning/planned development in Nepal initiated from 1956. Section 20.4 of the Village Development Committee (VDC) Act, 1992 for the first time provisioned the formulation of periodic and annual plan. The objective of the planned development is to develop programs which yield direct benefit to promote employment, generate income and improve the living condition of rural people. Likewise, the Act has also provisioned to develop programs which increase agriculture production and programs based on local resources and skills (Inlogos, 2015).

Similarly, the Local Self-governance Act (LSGA), 1999 also has made it mandatory for all VDCs, Municipalities and Districts to form their periodic plan. Furthermore, other policy documents like Minimum Condition and Performance Measurement (MCPM), Environment Friendly Local Governance (EFLG), Child Friendly Local Governance (CFLG), etc. have also demanded periodic planning. The satisfactory implementation of Local Self-governance Act has strengthened local bodies' viz. VDCs, Municipalities and District Development Committees (MOLD, 1999). The local bodies and the representatives reported as more accountable as compared to no SDP formulation period. However, due to the absence of elected representatives in these organizations, service delivery at local levels has been badly affected. Likewise, the idea of village level planning has not been widely practiced. Only 20% of the VDCs have formulated Periodic Village Development Plan (PVDP) at least once in Nepal. It is therefore that SDPP seems to be relevant in the context of Nepal. Furthermore, it does compliance with the fourteen steps of Local Governance and Community Development Programme (LGCDP) as well.

There are several benefits of periodic plan over the annual plan. Periodic plan helps to visualize the long term goal and addresses the local need as per the available resources. The formulation of periodic plan synchronizes the local, district and national plans as well. Once formulated, the periodic plan coordinates smoothly to choose annual implementation plans. In addition, budget allocation according to resources and the logical framework for selected plans adds benefit to periodic plan.

The evaluation team found that there has been increased expectations among the local people to receiving services where SDPs have been formulated. As a result dependency of NCDC is rising. The VDCs and DDCs of the project implementing sites have increased demands for NCDC to seek periodic plan formulation/Sustainable Development Plan support even in the case of updates. This has created the dependency syndrome among the VDCs and DDCs. There is need of responsibility feeling to prepare the periodic plan on their own initiatives and resources and act accordingly in the community to make a difference in the lives of

women, men, children, poor and marginalised section of the society. However, there has not been sufficient capacity to formulate the periodic plan among the VDCs at the moment as perceived by VDC secretaries/chairpersons due to overload of administrative work, less technical capacity, limited human resource and resource constraints etc.

The SDPP model could still be relevant in the future when local elections are established and local representatives are elected in Nepal. This model can be function in the new context of federal system with some modification as well. However, it depends upon the type of political structure, resource availability and boundary of the local bodies in the federal political system. For priority planning and serving development needs, the current political boundaries may be of hindrance opposed to boundaries based on ecological regions/watershed. The future threats to the use of SDP include resource constraints to the VDCs, conversion of VDCs into municipality, capacity building of new elected political representatives in periodic plan and high development expectation of citizen on local and national government.

3.2 Impact on Development Processes

The Sustainable Development Plans supported by NCDC has been smoothly implemented in the project areas. . Sustainable Development Plans have been useful for the prioritization of ward and VDC level projects in all implemented VDCs as perceived by VDC secretaries, local political leaders and community women and men. Some non-governmental organisations have also been using the SD Plans to some extent for their programme planning and implementation as well. However, it depends upon the availability of funding and nature of donor funded projects.

As far as the contribution of SD Plans in social inclusion is concerned that there has been some positive things reported by local political leaders and community women and men in their respective VDCs. There has been increased participation of women and marginalised section of the society during VDC planning process and implementation level as compared to previous one. However, participation of Dalits, ultra poor and other marginalised groups of the people in SD planning process have not been significantly improved due to top-down attitudes and behavior of bureaucrats, political leaders and rural elites. To some extent SD Plans contributed to the establishment of sustainable development mechanisms in the development initiatives and processes of the VDCs because of comprehensive planning document in place that is being useful for the prioritization of ward level and overall VDC planning in the participation of local political leaders, community user groups/community-based organisations and informal leaders. Around 64.2 - 80 per cent of the plans' projects have been implemented successfully based on the SD Plans according to local political leaders and VDC secretaries/chairpersons.

The impacts of the SDP model on development processes at districts and national level have been presented below.

Impact at District Level:

Identified as a resourceful document

The benefits and usefulness of the sustainable development plan is being discussed and publicized at all levels by the related stakeholders. It has been realized that SDP is a resourceful and important document for planned development process.

NCDC recognized as community resource centre

NCDC is being recognized by Government agencies and civil society organisations as a regional level resource centre for its initiation efforts of planned development and various other local organisations working in the development sectors are following its footsteps. NCDC has also been recommended to others by the Ministry of Federal Affairs and Local Development for the facilitation of periodic plans.

Human resource and development of resource organization

The other important contribution of this program is the human expertise it develops, who is capable of using various data collection tools and techniques by getting involved in all stages of planning. In partnership with local organizations, NCDC provided its technical and financial support to one or two VDCs in the formulation of model periodic sustainable development plan. Hence, these organizations are not just promoted but the local human resource has also developed.

Impact at National Level:

SDP can be taken as a base for the implementation of Local Governance Act, Regulation and for measuring minimum conditions for distributing local development grants.

- Replication of SDP in different parts of Nepal in partnership with different government institutions and organizations.
- Programs like Participatory District Development Program, Local Governance Program, Local Governance and community Development Program etc run by Government of Nepal, have agreed upon the usefulness of this program in the developmental planning process. Even at the central level, there has been an agreement upon establishing the planned development process through periodic planning.
- SDP has been used as a resource book for identification of issues and sectors of local development by VDCs and organisations.
- It has helped in reducing duplication of investment through coordination and linkage with VDCs and DDCs.
- SDP has also made its contribution to promote decentralization and good governance in Nepal (NCDC, 2012).


The following challenges have been faced for the replication of SDP model at national level:

- Political instability and the unclear status of local bodies in the federal structure of Nepal during the restructuring of state.

- The implementation aspect of SDPs that are being formulated at present is also a challenge due to absence of elected local representatives in VDCs, municipalities and District Development Committees.
- NCDC's partners do fewer advocacies for the implementation of the projects in the plan due to less training in this area.

A case story below illustrates the changes that took place in improving the planning process in a VDC due to SDP project:

Case Study 1: Time.....Before and After SDP



Padam Kumari Gurung (38), one of the leading women and the coordinator of the Ward Citizen Forum of Tamaphok VDC-8 finds herself amazed to see the change before and after SDP implemented. "I still remember prolonged conflict selecting annual VDC plan of action. The annual VDC council was field of battle to favor the budget by different interest groups."

The disputes and dilemma implementing the yearly VDC plans and budget had significantly cut the development gain in the absence of elected local bodies for a long time. Unset goal led duplication of activities with wastage of resource.

NCDC in 2011 helped Tamaphok VDC formulate SDP as a model village development plan in the Shankhuwashabha district. Its implementation turned the scene 180 degree. VDC council concluded peacefully in a few hours with formal commitment of implementation from all stakeholders.

"SDP stood as formal record of the community voice from the bottommost unit of the VDC. Hence, it is most participatory and best owned by the community" she claims.

During the planning process each development plan was discussed and selected from lower authentic administrative unit- Ward Citizen Forum. Each ward level plan acted as constituent block to give the single VDC level plan tracing the common goal.

Implemented plans from SDP have shown remarkable outcomes addressing global issues in local context assuring meaningful participation of most vulnerable in development mainstreaming.

"In the fiscal year 2014/15, the ward citizen forum from all nine wards documented the implementation of average 80% plans from SDP. No conflict and no confusion to allocate the budget. The system has been established. It was impossible without SDP. Thanks NCDC." she adds (NCDC, 2014).

The specific impacts on development process were found as follows:

Increased Transparency in VDC Fund:

Increased transparency in VDC's fund due to participatory planning process and implementation of the project through community-based organisations/local user groups have been seen. According to the local people there has been reduced corruption at local level due to provision of public audit/public hearing mechanism. However, NCDC has not promoted the social audit/public hearing mechanism in the project areas. There is a need of promotion of social audit in SDP implementation aspect as well in the VDCs to reduce the possibility of misuse of VDC's fund.

Contribution towards gender equality and leadership development:

Gender equality has been maintained while selecting volunteers for data collection during the initial stage and priority has been given to incorporate all marginalized section of the community to equally participate in all stages of development. **Sustainability of Projects:**

Almost 64.2 - 80% of the projects that were included in the plan have been executed successfully as they were analyzed beforehand from the sustainability point of view and availability of resources (NCDC, 2012). According to NCDC, 2216 projects out of the total of 3453 projects that were included in the periodic sustainable development plan have been implemented. More than NPR 37 crore (370 million) worth financial resources have been mobilized in these projects among which 39% was the local contribution. However, it is the subject of further research about the success rate of other plans prepared by LGCDP or other agencies at VDC level.

Contribution in environment and natural resource management:

SDP has acted as a medium of awareness generation regarding environmental conservation and sustainable development. During the planning process, data related to flora and fauna, energy sources were collected and on that basis, these resources were mobilized skillfully (NCDC, 2012).



Rural Development Tuki Association is identifying their support needs.

Contribution in the promotion of good governance:

Usually the influential people of the community are involved in identification and prioritization of needs which adversely affects the representation of other marginalized voices. But, periodic sustainable development plan incorporated voices of all and helps in promoting leadership and good governance to great extent.

Some voices of local people have been presented below in order to map out the impact of development process.

“Previously, there was competition among VDC elites in order to influence the priority setting of the projects. Now, periodic plan has been prepared and covered various programmes to address the needs and priorities of the poor people. SDP contribution is important for the village people. It has created awareness among local people through participatory planning and promoted the transparency as well” says Rai Ganesh Kumar-54, local leader, Namsaling VDC-6, Ilam.

“NCDC is reliable organisation to formulate the SDP. The SD plans provided vision to the VDCs. This is regarded as good document for the implementation of the projects in the VDCs. However, some projects are not implemented due to change of target and absence of elected representatives in the VDC. The major challenges include highly ambitious plans,

timely unavailability of the budget from central level, long approval process, not enough budget for timely completion of the projects, weak social mobilisation etc. There is a need of local election to form the VDC elected body for the smooth running of development process” says Mr. Poudyal Man Bahadur-40, VDC Secretary/Chairperson, Namsaling VDC, Ilam.

“The SDP seems to be very relevant for VDC periodic plan. This is considered as important document to fulfill the requirement of Minimum Common Performance Measurement (MCPM) as well. This is useful for the decision-making in project prioritizations and reduced conflict among the local leaders during VDC council meeting. We send the SDP to ward level representatives during annual planning. The information mentioned in the document seems to be realistic. The SDP could be replicated at the national level as well because it is already provisioned in the regulation of the Ministry of Federal Affairs and Local Development. Every VDC has to formulate the periodic plan. Hence, it seems to be relevant document for the VDC periodic planning process in Nepal. However, it has room for improvement to enrich the quality of the document. It is suggested to add the following aspects for the future:

- GIS maps to cover all sector
- Develop local level human resource through training in order to periodic update of the SDP
- Information should be presented in tabular form as well
- Vital statistics and other demographic information should be included in SDP
- Develop software and train the VDC staff members to use it for VDC level upward accountability as well.
- Put the International Standard Book Number (ISBN) in the SDP document.

The SDP seems to be useful for industrialists as well. This document have been using by private sector in Ilam district. The SDP is being used for security purpose for international trade and even in marriage between Nepali and Indian couple. However, this document has not been reached with poor, Dalits and marginalised groups of the community due to scattered settlements and limited VDC staff to regular follow-up etc” says Mr. Thapa Arjun-42, Chairperson of VDC Secretary Rights Forum, Ilam District.

“There has not been clarity among the VDC staff to run the development works without the periodic plan. We have faced further challenges to run the development projects in the absence of VDC elected representatives. The following disadvantages have been noticed without SDP:

- Difficult to project selection in ward level planning
- Community elites influence the project selection process
- Project could not complete on time
- Conflict happens between the local political leaders
- Poor quality work
- Low performance prevails during Minimum Common Performance Measurement

- Difficult to address the needs and priorities of targeted groups like women, children, Dalits, disable etc “says Mr. Lingden Khagendra-35, staff member, Khudunabari VDC, Jhapa.

“There has been stopped the development works in our VDC due to misunderstanding among the political leaders. If there is formulation of periodic plan, the development works will be speed up” says Mr. Chapagain Rajendra-45, local political leader, Khudunabari VDC, Jhapa.

VDC’s problems have been identified due to participation of almost all people during SDP formulation. This has become the common document in Bhedetar VDC. We have felt easiness to carry out development works. Most of the projects come up from the SDP during annual planning. This document has been used by private sector as well to some extent. There is a problem of coordination among the government line agencies during implementation process. It needs to be more coordination in the future to avoid duplication” says Mr. Khanal Narayan Prasad-36, Secretary/Chairperson, Bhedetar VDC, Dhankuta.

“We have not yet prepared the VDC periodic plan due to insufficient allocation of budget. There has been increased conflict among the political leaders and community members during planning process because of lack of systematic periodic plan. There is no visible and solid development works implemented in this VDC due to allocation of insufficient budget in many project. In this VDC, there has not been prioritized the programme for targeted groups. Around NPR 1.5 million released from central level whereas 0.4 million generated from the internal source” says Mr. Ghimire Mahendra Bahadur-42, Secretary/Chairperson, Basantapur VDC, Terahthum.

“We have distributed the SDP document for each ward during annual planning. The projects have selected from the ward level based on the SDP and forwarded to VDC council meeting for approval. It has become easiness for the programme planning with the help of SDP. We would like to allocate the budget from VDC for SDP update. However, we need technical support from NCDC” says Mr. Dahal Sujana, Secretary/Chairperson, Tamaphok VDC, Sankhuwasabha.

“We have prepared the SDP this year. This is regarded as the first and best document in Makwanpur district. It has been decided that this SDP will be taken as reference document for all VDCs to prepare SDP in Makwanpur district. In this year, all projects have been selected based on SDP in Hadikhola VDC. This is the buffer zone area of Parsa Wildlife Reserved. There are many conservation activities run with the funding support (NPR 1.4 million) of Wildlife Reserved in this VDC that include improved smokeless stove, biogas plant installation, plantation, pouching control etc. Hadikhola VDC has supported to the conservation programme. This is very important programme that controlled illegal logging, conserved forest, checked soil erosion from rivulet, controlled forest fire etc” says Mr. Pathak Bidur-39, Technical Assistant, Hadikhola VDC, Makwanpur.

“We have prepared the SDP for Pida and Mahadevsthan VDC last year with the technical support of NCDC. In an initial stage, we had faced some problems during the formulation of SDP. However, we felt easiness after the understanding of subject matters of SDP. There is

challenge for the implementation of SDP due to frequent transfer of VDC secretary. We have approached to Local Development Officer of DDC and each VDC to allocate budget to formulate periodic plan in the years come. District level periodic plan has been prepared this year. Based on this, we can prepare VDC level SDP. There has been misused of resources where there is no SDP. So it is realized that SDP formulation is important aspect for the proper use of resources in order to address the need and priorities of women, children, Dalits, disable etc. After the completion of SDP in Pida and Mahadevsthan, there has been spillover effect in other VDCs that results creating demand. UMN (United Mission to Nepal) is also interested to support in this. SDP considered as instrumental to avoid duplication. Around 80 per cent projects have been approved by VDC council meeting based on SDP” says Aryal Damodar-52, Executive Director, Prayash Nepal, Dhading.

“Dhading DDC has prepared the periodic plan last year. This document has remained good and useful. DDC provides grant around 30-40 per cent to the VDCs. This year DDC has allocated the budget to formulate five VDC’s periodic plan. But it could not happen. It will be done in the next year. Prayash Nepal initiated the good work in two VDCs. However, there is lack of elected body in VDCs/DDC that resulted low pace of development. There is a need of consensus building among all stakeholders in the document to run the programme smoothly in the VDCs. SDP is important to run the projects systematically rather than adhoc basis. There has been identified the gaps in the document that include less understanding about periodic plan, does it measurable or not i.e. indicators need to be set in the periodic plan, DDC periodic plan considered as guidelines for VDC periodic plan or VDC periodic plan followed by DDC” says Gautam Bhola-45, Information Officer, DDC Dhading.

“The SDP has been completed within 7-8 months. In the beginning, political party leaders could not understand about the importance of SDP. Latter on all leaders agreed on it. In overall, this document is useful for the long term planning and smooth running of VDC level projects” says Aryal Arjun-45, local leader, Pida VDC.

“There has been demand of SDP preparation from many VDCs in Dolakha district. There is created some problems in order to timely decision making due to frequent change of Local Development Officer in DDC. The VDC staffs, local political leaders have also motivated to formulate SDP. As of now, we have completed a total of seven SDPs in Dolakha, Sindhupalchowk and Ramechhap district. After the formulation of SDP, VDC budget has been allocated in all sectors whereas before SDP preparation budget was more allocated only in road construction. There is a need of at least NPR 0.5- 0.6 million cost involve to complete a SDP for one VDC. There is no sufficient budget for this in VDC. There is a need of support from other sources to prepare the SDP as technically sound document. In Dolakha, there is a plan to prepare the SDP in all VDCs and municipalities. For Tuki Association, there is challenge to complete this task” says Mr. Timilsina Damodar-55, Social Development Officer, Rural Development Tuki Association, Dolakha.

“SDP preparation is good thing for the systematic implementation of development projects at VDC level. We have followed the SDP during annual planning process. However, we could not complete all projects mentioned in the SDP due to limited resources in the VDC. We have faced problem due to absence of elected body in the VDC to run the development

projects smoothly. Sometimes dominates centrally funded project to SDP with the vested interest of political leaders at VDC level. There is a need of orientation programme to all political leaders about SDP workshop. The SDP has found relevant in the context of Local Governance Act and Regulation of Nepal” says Mr. Parsai Raj Kumar-41, Secretary/Chairperson, Khopachaku VDC, Dolakha.

“We need periodic plan for VDCs and District Development Committee. It could be completed within 3-5 years across the district. We could not complete the formulation of SDP in all VDCs within a year due to resource constraint. There is no technical capacity of DDC and VDCs to prepare the periodic plans. We have to outsourcing the professional persons for the technical support. Village Development Committees have not enough resource to prepare the periodic plan. There is a need of external funding in this” says Mr. Kanel Resam Lal, Local Development Officer, District Development Committee, Dolakha.

“The preparation of the SDP is good thing. It has mentioned detail information about the VDC plans and programmes. Khpachaku VDC has started women literacy classes, drinking water and pond irrigation as development works after the formulation of SDP. We need the project that directly benefits us in the years to come. I would like to carry this document in my house for reading” says Thami Devika-26, community member, Khopachaku VDC, Dolakha.

“The SDP formulation has found successful at VDC level. Joint secretary of Government of Nepal is also the member of SDP network. NCDC has district level coordination body that represented by Local Development Officer as well. There has been good coordination between DDC and NCDC about SDP formulation. In my opinion, periodic plan formulation is needed in Nepal. It has increased the expectation of local people but not mentioned the local resources mobilisation in the document. This is the major gap in the SDP. SDP is limited in political boundary, but it needs to be beyond the political boundary for the broader development perspective of the community. DF Norway should fund to develop the model VDC as per the SDP for demonstration purpose. Other important aspect is that there should develop a software package and share widely for the use of VDCs and DDCs.

Urbanization is rapidly growing in Nepal. There is need of translation of rural experience into urban areas by NCDC. There are an enough possibilities of scaling-up of SDP across the country. Some problems have noted for the replication of SDP in other parts of Nepal that include: frequent transfer of VDC/DDC staff members, very limited staff in VDC, VDCs/DDCs could not make a plan for new revenue generation etc. The local body election needs to be conducted to smooth running of the programme where more educated persons will join in the local bodies that result more devolution of power. After the local election, it will take care by elected body. Around 75 per cent VDC could not generate income from local level. Only Terai area’s VDCs could generate income locally” says Nepal Khem Raj, former secretary, Ministry of Federal Affairs and Local Development, Government of Nepal and founder member of NCDC.

3.3 Capacity Development of Local Partner Organisations and VDCs

The capacity development is the process of enhancing knowledge, skills and attitudes and behavior of the people involved in the social change. The organisations trained by NCDC in SD planning have required further technical backstopping to maintain quality of documents based on the discussion with local partner organisations which are as follows:

- Human resource development through orientation for conceptual clarity, mentoring and on the job training to the staff members of partner organisations.
- Support on scientific analysis of information and ensuring the quality of final draft before the publication of SDPs.
- Develop linkage and coordination with national and international organisations in order to scaling-up of SDP in the future.
- Lobbying and advocacy with government and donors to influence policy and practices at local, national and international level.
- Providing training and exposure visit on rights-based approaches to development through campaign against injustice and inequity in the society.

At present, local partner organisations have been working independently after the training received from NCDC. They have replicated the local level planning methodology developed by NCDC. However, this has not been sufficient to maintain the quality and excellence of the document. As far as the financial matter is concerned, there have not been enough resources with the local partner organisations in the replication process of SD Plans. The VDCs and DDCs have realized the need and importance of periodic plan formulation. However, they do not have sufficient budget and expertise to formulate the SDP.



NCDC is identifying the challenges of SD plan and its sustainability

The following challenges have been faced by NCDC and partner organisations during SDPs preparation that include:

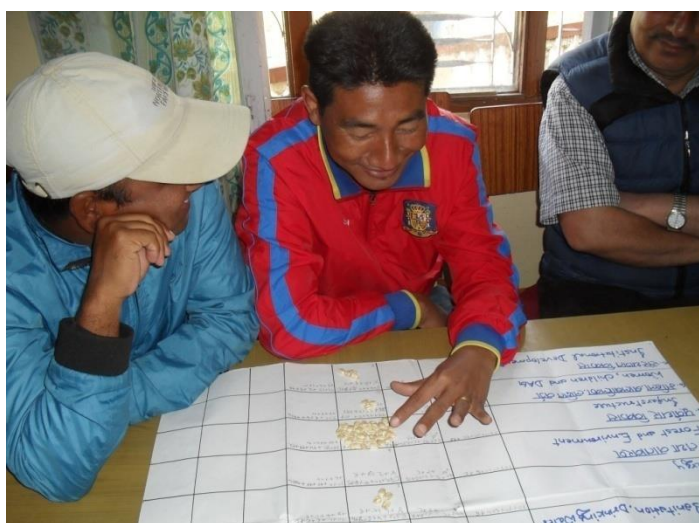
- Proper implementation of SDPs after the handing over to VDCs.
- Distribution of SDP document at the grass root level from VDCs
- Full participation of political parties during SDP formulation and implementation at local level
- Meaningful participation and coordination with local line agencies (Local Service Centers) and civil society organisations/NGOs during SDPs formulation.

3.4 Impact on Individuals and community within Stakeholders' Groups

In Nepal, the planning process is still top-down in practice due to unequal power relations among the class, gender, caste/ethnicity and geographical location. The rural/urban elites, top political party leaders and senior bureaucrats have influence in decision making process for the allocation of resources and prioritization of the projects. The SD Planning processes have contributed to some extent to judicious use of resources and need based planning particularly in VDCs. It has positive impacts at the local level to address the need and priorities of individuals, CSOs, private sectors and public sector. However, it is not sufficient to make a difference in the lives of poor and marginalised groups of the society. The following impacts of SD planning process have been observed at the local level:

Increment in community's access to local information:

It has been informative for the related stakeholders like NGOs, private sector, political parties etc. The information has also been useful for researchers, teachers as well as students. This is because NCDC collects first hand data for the VDC profile, data that was not available at the VDC office before the SDP process.



Community worker is doing score ranking for the key development activities in Dolakha district

Increment in the level of community participation in development activities:

Periodic Sustainable Development Plan has come up as an opportunity and a platform that has helped mainstream local youths, women, and other socially excluded groups in the development activities.

Development of local leadership:

The leadership ability of local people reported as gradually developed. This program has also contributed towards the establishment of various community development organizations under the leadership of local people who developed their leadership ability during the planning process.

Contribution of Local Employment Creation:

There has been creation of local employment in agriculture and non-agricultural sectors as well. Local cooperatives have been formed in production, marketing and saving & credit schemes that have increased the bargaining power of the women and men as a result economic empowerment of women and men have been increased at local level. These are the indirect results of SDP. In this, Ilam regarded as a model district based on green economy for the socio-economic transformation of women and men. This model should be replicated in other part of the country particularly in Mid and Far Western region of Nepal.

The impact at local, regional and national seems to be satisfactory due to the sustainable development planning and implementation of the projects. It could be adopted as an effective strategy at the policy level and replicated to other districts, municipalities and VDCs of Nepal.

3.4.1 Mood Meter Mapping of Rightholders' Perception towards the SDP Project

When asked on what is your perceptions towards the SDP project performance that the respondents have responded and scored 1426 (56 %), 970 (38 %) and 155 (6 %) for the very happy, happy and unhappy (poor) performance respectively. The large majority of the people (94 %) have found very happy and happy mood with this project due to implementation of the project for the benefit of the people, formulation of useful periodic plans, and SDP considered as guidelines for the VDC planning. The six per cent respondents have found unhappy with this project for not full implementation of the project planned as per SDP. The mood meter tool was used to map out the perceptions towards happiness of the people (Table 3). A total of 50 corn seeds were given to every individual (37 persons were involved in the mood meter mapping exercise) in order to scoring towards the performance of the sustainable development planning project implemented by NCDC with the funding support of DF Norway. The community perception was mapped out based on the judgment of the respondents. This is being measured in relative terms. The frequency represents the scoring of the respondents on mood meter. (Please see above for the explanation of why respondents put the score in different mood meters)

Table 2 Perceptions Mapping of Stakeholders Towards SDP Project

Mood Meter	Frequency	Percent
Very Happy	1426	56
Happy	970	38
Unhappy	155	6
Total score	2551	100

Source: Field Survey, 2015

The sustainable development plans formulated in the facilitation of NCDC have found more bottom-up, gender equality and socially inclusive, based on primary data, integrated, environmentally friendly and technically and socially feasible as compared to periodic plan prepared by other development agencies. There has been participation of women, men, Dalits, marginalised groups of people during SDP formulation where their needs and priorities have been ensured in the document. It has increased the ownership feeling among the local people that leads to the sustainability of the projects. However, there has been influenced by rural elites, local political leaders and senior bureaucrats in the prioritization of the projects due to patriarchal social structure, unequal power relations among the class, caste/ethnicity, gender and dominating attitudes and behavior in the society. The quality of the documents seems to be good prepared by NCDC as compared to other agencies because of well balanced team of expertise, long experienced, good rapport building with the communities, good linkages and coordination with government line agencies and organizational commitment to action etc.

The difference between SDP and other agencies' formulated periodic plan are presented below (Table 3):

Table 3 Differences between SDPs and Other Agencies' Periodic Plans

Indicator	Main Features of SDPP	Other agencies PP	Remarks for NCDC work
Participatory (Bottom Up)	More Participatory 8	Less Participatory due to consultant involvement 5	Reach to each HHs
GESI (Gender Equality / Social Inclusion)	GESI Responsive (High) 8	Less responsive GESI 4	Disaggregated data collection, analysis, separate FGDs, specific plans for DAFs)
Based on Baseline Study	Based on primary source of information 8	Based on secondary sources of information 4	Primary Data Collection (HHs Survey, FGD, Workshop, KII)
Integration	Highly integrated 9	Less integrated due to focus on specific sector 4	Multi – Sectoral
Environmental aspects	Environmentally Friendly 8	Less Environmentally Friendly due to less focus on those issues 6	Separate chapter (CC, biodiversity, EFLG)
Feasibility	Costly for formulation , but technically and socially feasible 7	Low cost, But less feasible in terms of socially, technically 6	Longer/ Deeper process involvement of multi- sectoral expertise, software based.

Source: Focus Group Discussion with NCDC staff, April 2015

Note: Full Mark – 10: Higher the score, greater the performance (High 8-10, Medium 5-7, Low 1-4)

The impacts on individuals are presented below in terms of the voices of local people:

“I am happy with the formulation of SDP. There has been mentioned projects and detail information of the VDC in the document. I would like to read this document detail bit. Many development projects have been started after the formulation of SDP in our village”

- *Thami Deu Maya-33, community member, Alampu VDC, Dolakha.*

“NCDC leadership is actively working in the village to make a difference in the lives of rural people. I became the leader of my village due to leadership development of NCDC. NCDC is socially inclusive and provided the good opportunities to women”.

- *Mrs. Pradhan Kamala-45, Treasurer of NCDC, Namsaling VDC-8, Ilam.*

“I would like to thank to DF Norway for the funding support in SDP and organizational development of NCDC. NCDC has done a lot of work in Namsaling VDC. It has provided an identity to the Namsaling. NCDC has become a model organisation at the moment and expanded its programme in other parts of Nepal”

- *Mr. Rijal Gopal-55, community member, Namsaling VDC-7, Ilam.*

3.4.2 Score Ranking of Key Programme at VDC Level

The score ranking tool was used with the participation of four categories of respondents that include community women; community men, DDCs/VDCs representatives and NGOs' workers to measure the preference of key programme of VDCs in the communities. When asked on which programme is most popular in the VDCs the respondents ranked first for

infrastructure development, ranked second for health, sanitation and drinking water, ranked third for education, ranked fourth for agriculture and livestock, ranked fifth for women, children and disadvantaged groups, ranked sixth for forest and environment, ranked seventh for institutional development and ranked eight for energy of VDC programme according to judgment made by different respondents.

The infrastructure development includes road, big irrigation canals, and schools building construction, rural electrification and telecommunication. This programme is very popular in rural areas due to high needs and priorities of the local people whereas forest and environment programme has found least priority due to less awareness and comparatively less need and priorities of the rural people. The health, sanitation and drinking water programme seems to be second most popular in the rural areas due to open defecation free campaign has been launched by the Government of Nepal to meet the target of millennium development goal. In practice, other development budgets have been diverted to infrastructure development and health, sanitation and drinking water in the VDCs. There has been found lacking of proper coverage of different sectors in the planning and implementation of the programming in the rural areas due to top-down planning process and driven by rural elites and local political leaders.

A total of 80 seeds of corn were distributed in every respondent to judge the key programmes. During the exercise a total of 8 women, 8 men, 12 VDCs secretaries/DDCs staff and 14 NGOs workers were participated. It was noted that higher the score greater the performance during the score ranking by the respondents. The score ranking results has been presented below (Table 4).

Table 4 Average of Score Ranking on Key Programmes of VDCs as to SDP

Key Programme	Women	Men	DDCs/VDCs	NGOs	Total Score	Rank
1.Education	10.75	12.0	11.41	10.28	44.44	III
2.Agriculture/Livestock	7.875	6.875	7.5	18.0	40.25	IV
3.Health, Sanitation and Drinking Water	11.5	9.875	11.08	12.14	44.595	II
4.Energy	7.0	9.125	6.75	6.28	29.155	VIII
5.Forest & Environment	7.37	7.125	6.41	7.0	29.905	VI
6.Infrasturcture Development	19.25	19.375	22.08	16.0	76.705	I
7.Women, Children and Disadvantaged Groups	9.0	7.875	10.75	9.42	37.045	V
8. Institutional Development	6.875	8.625	6.08	7.875	29.455	VII

Source: Field Survey, 2015

This tool is useful to map out the important of the programme activities according to the different stakeholders. This exercise clearly pointed out the priority of the programme in the communities. This exercise was used in the field because of mutual understanding among the evaluation team. This is innovative tool to generate the information to capture the

qualitative information in quantitative form to answer the knowledge level questions. Although it was not mentioned in the TOR, I think, it will add value in the evaluation.

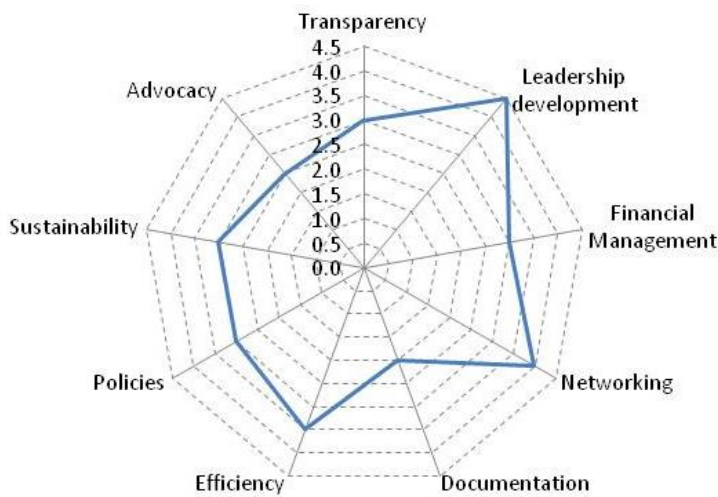
3.5 Organizational Assessment

This section is more related to the overall organizational capacity of NCDC rather than only focused on SDP project. However, this is an important issue to take into account because NCDC's capacity will be closely linked to opportunities and challenges of achieving impact of the project as well. Namsaling Community Development Centre was established in 1985 in Namsaling VDC of Ilam with the vision of 'creating self-reliant, equitable and inclusive societies' by directing energies towards sustainable development practices. Namsaling Community Development Centre is a dynamic and professional organization to launch the development programmes particularly on good governance, environment, renewable energy, agriculture, health and education and institutional strengthening and gender equity and social inclusion. This organization is growing in terms of size, image and donor diversification. The staff members are committed to cause the valuable assets of the organization and having a learning attitude. The organizational image among the external funding agencies, government line agencies and civil society organizations seems to be good to influence policy and practice at local, national and international level. The networking has found highly satisfactory whereas transparency, leadership development, financial management, efficiency, policies and organizational sustainability seems to be satisfactory of organizational development. However, there is room for improvement in policy formulation about SDP process. The documentation and advocacy part has found moderately satisfactory based on the scoring done by the NCDC staff themselves.

There is an area for improvement in documentation and advocacy particularly the research study, publication of best practices and lessons learnt to influence policies and practices with Government and donor agencies. Participatory field monitoring of SDP implementation has found a gap. There is a need of field monitoring on performance of SDP implementation at VDC level in order to map out whether proper execution of SDP or not in the real situation. There is a need of periodic web site update of the NCDC and load the most important documents for wider audience. The overall organizational performance has been rated as satisfactory.

For the organizational assessment, 0-4 score was used (see detail proxy indicators of parameters of organizational assessment in Appendix III). The organizational assessment was done with NCDC's staff in the group exercise. The organizational assessment processes have been done based on the direct experience and judgments of staff members of NCDC and direct observation of evaluators. This is being measured in relative terms with the help of a spider diagram as an organizational assessment tool (Fig1). The organizational assessment diagram has been presented below.

Figure 1 Organizational Assessment of NCDC



Note: Assessment Criteria (0-4 score)

4 Highly Satisfactory

3 – 3.5 Satisfactory

2 - 2.5 Moderately Satisfactory

0 - 1 Unsatisfactory.

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

Source: Group Discussion in NCDC, 2015

Case study2: Future of NCDC!

“There has been used more resources of government because of establishment of NCDC office at the district level. District level Government staffs have represented in the District Advisory Committee of NCDC that increased coordination between Government office and NCDC. The women participation has been significantly increased due to literacy classes and social mobilisation programme. There has been observed socio-economic transformation among the women at community level due to increased empowerment through community based self-help groups. In NCDC, there is a dedicated team of young generation and local leadership that leads to organizational development. However, there is room for improvement for the future that includes: situational leadership according to the local, national and international context, generate fund locally from NCDC land by the cultivation of high value crops and expansion of project areas in western parts of Nepal” says Mrs. Nepal Bhagati, founder member of NCDC, Ilam.

3.6 Quantitative Progress against the Monitoring Indicator

The quantitative progress has found satisfactory to great extent as planned. The quantitative progress against the monitoring and evaluation indicator has been presented in Table 5 below:

Table 5 Progress Against Project Indicators

Indicators	Progress to date (2012-March 2015)
Outcome indicator 1.1 SDP recognized at national level	Advocacy and lobbying at ministerial level and with other I/NGOs involved in formulation of periodic plans for approval of VDC SDP guideline as standard model across Nepal is in under process.
Outcomes indicators 1.2. SDP replicated by national level partners.	61 SDPs formed by NCDC and other local and national partners trained by NCDC
Outcomes indicators 1.3. Inclusive, responsive and Participatory development planning approach enhanced through national partners.	5 national partners are practicing inclusive planning approach
Outcome Indicator 2. Increased involvement of target groups (Schools, TLOs, Agro. Groups, Women Groups, CFUGs) in green campaign.	12691 people from target groups involved in green campaign.
Outcome Indicator 2.2 At least 1000 households (HHs) of Ilam Municipality benefit from Green City model activities as identified by Strategic Plan.	2300 HHs households (HHs) of Ilam Municipality benefitted from Green City model activities as identified by Strategic Plan
Outcome Indicator 3.1 Increased knowledge of 700 people regarding climate diaries and climate change	800 students and Farmers increased their knowledge on climate change and climate diaries
Outcome Indicator 3.2 Increase knowledge on local adaptation measures	213 farmers increased knowledge on local adaptation measures
Outcome indicator 4.1 At least 75% of the CBOs/ NGOs involved in SDP process practice gender sensitive approaches in their work.	75 % local partner organizations are oriented in practicing GESI sensitive approaches in SDP formulation process.
Outcome indicator 4.2 At least 40% of professional Staffs in NCDC are women. Output indicator 4. 1.1 The project has explicit gender Analysis and documentation	40% staff are women in NCDC
Output indicator 4.1.2 The project has established a system for monitoring gender participation	The project has established functional Gender Equity and Diversity (GED) unit for monitoring gender participation

4. Conclusion and Recommendations

4.1 Conclusion

The Sustainable Development Planning project is a unique in nature. This is process oriented, system focused and promotion of good governance rather than service delivery project. It does not have implementation level programme activities at the community level. The sustainable development planning project seems to be relevant in the present context of Nepal. It has enough room for scaling-up across the country because of legal provisioned in Local Governance Act 1999 and Local Governance Regulation 2000. It has promoted good governance, strengthening of democracy, human rights and transparency at local level as observed in the local level. This model could be functional even in the new context of federal system.

The local governmental institutions like Village Development Committees and District Development Committees have realized its importance and gradually are in the process of formulation. NCDC's work in relation to sustainable development planning have recognized by different stakeholders and taken as reference material. However, the pace of adoption has found slow due to absence of elected local body, resource constraints, no provision of field monitoring regarding implementation aspect of SDP, frequent transfer of government staff and less focused on lobbying and advocacy work to influence policy and practice at local, national and international level.

The sustainable development plan has contributed to the promotion of gender equality and social inclusion, checked misuse of resources to some extent in the development processes at VDC level. The process of participatory development discourse has initiated during formulation of SDP, annual planning, VDC council meeting and prioritization of projects even in the ward level. There has been observed many positive impacts at the communities that include participation of targeted groups in the planning process, increased allocation of budget in social sectors, reduced conflict among the local political leaders during planning, smooth running of development projects and rate of completion of numbers of projects have been increased, leadership development of women etc. The local people have started to raise the questions about the exploitative social attitude and behavior of the decision makers at the community. This is the great achievement of the SDP. The political instability, slow process of new constitution making work and transitional phase are the major challenges for the replication of the model at national level.

There has been increased capacity of local partner organisations trained by NCDC. They have started to prepare the SDP independently in some district. However, there is enough room for improvement in terms of technical subject matters and presentation of professionally sound report due to lack of sufficient sectoral expertise etc. It would be appreciate for their good initiation and commitment to action.

The different stakeholders like VDCs, DDCs, civil society organisation, local political leaders, academia, students etc have used the information of SDP. However, the reading habit of Nepali people is not encouraging. The active participation of private sector in terms of SDP formulation and use of information ye to be found. In reality, sustainable

development plans are not private sector friendly due to more focused on public sector planning. The overall performance of the SDP project has been rated as satisfactory.

4.2 Recommendations

The following recommendations have been put forward for the future:

The technical backstopping from NCDC should be continued for the local partner organisations to ensure quality of Sustainable Development Plans through trainings, cross visits, final look-up of the document before publication. The following points should be considered for the further improvement of the quality of the periodic plan:

- GIS maps to cover all sectors
 - Develop local level human resource to update the periodic plan
 - Present the information in tabular form as well
 - Put the vital statistics and other demographic information
 - Local resource mobilisation part
 - Put the International Standard Book Number (ISBN) in the document
 - Proper citation of references by following scientific system
-
- The distribution of Sustainable Development Plans to the VDCs' population should be ensured. The Sustainable Development Plan should be available for women, men, Dalits, disables, users groups, community based organisations, schools, government service centers, civil society organisations and local political leaders etc. The proper implementation of the projects identified in the Sustainable Development Plans should be ensure through regular lobbying and advocacy with Village Development Committees, District Development Committees, local political party leaders, informal local leaders, community-based organisations, school teachers etc to make a difference in the lives of women, poor men, Dalits, disables, children and other marginalised groups of the society. The participatory field monitoring by NCDC staff should be done at least twice in a year in order to reinforcement of implementation of Sustainable Development Plans at Village Development Committees level and prepare the systematic report and disseminate the report to concerned stakeholders.
 - Social audit/public hearings events should be organized once in a year at Village Development Committees level to promote transparency, good governance, local empowerment, ownership among local people and to control misuse of resources etc.
 - The documentation of best practices and lessons learnt should be done by NCDC and local partner organisation and published the documents for wider circulation among the stakeholders.
 - The lobbying and advocacy work should be focused for wider impacts through scaling-up across the country to make a difference in the lives of poor and vulnerable people in the spirit of right-based approaches to development in the days to come to influence policies and practices at local, national and international level.

- Local fund raising mechanism should be explore through the cultivation of high value crops in NCDC's land, organizing training to others, publications of useful materials and other social enterprises.
- Develop software of Sustainable Development Plans and widely distribute at Village Development Committees, District Development Committees, like minded organisations for practical use and institutionalization of the sustainable development planning processes.
- NCDC should develop the policy and strategy about sustainable development planning for organizational future direction and scaling-up of the periodic planning process across the country.
- NCDC should give attention on updating the organizational web site for wider audience. This is the part of sharing of knowledge with other individuals and organisations to influence policies and practices at local, national and international level.

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Appendices

Appendix I: Terms of Reference



Terms of Reference

Mid evaluation of Sustainable Development Planning Project (SDPP)

The Development Fund, Norway

1. Background

1.1.1. Project description

The project, through the implementing organization, Namsaling Community Development Center (NCDC), is supporting the Local Government bodies District Development Committee and Village Development Committee for formulation of Sustainable Development Plans (SDP). The main aim is to achieve a participatory and transparent process in VDC planning, and further to ensure that the projects in the plan actually are funded and carried out. It is also an aim that this planning method will be adopted as a standard method on national level. In an unstable political situation of Nepal, SDP has been proved to be a guideline for implementing local development initiatives for consensus decision making, and for prioritizing projects in practical manner. It is also being used for allocating VDC's annual financial resources transparently and finally to establish systematic development procedures.

At present, SDP has become a useful reference for formulating annual development plan for the local government, Non Government Organizations (NGOs), Community Based Organizations (CBOs), Government Organizations (GOs) etc.

NCDC has been facilitating formulation of VDC SDPs since prior to the Nepal Government's formulation of Local Autonomy Act 1998. The Development Fund has supported SDP planning since 1998. Until 2012, NCDC supported 48 VDCs in the Ilam district. In the current project period from 2012 to 2016, NCDC is also supporting VDCs in other districts in Nepal. It will do so through teaching other organisations the method.

The project has emphasized on the importance of environmental issues and gender and social inclusion in the planning.

NCDC's document for the current project 2012-2016 consists of many components. However, this mid-term evaluation will only evaluate the part about Sustainable Development Plans. The evaluation will also look at results from previous Sustainable Development Plans formulated before 2012.

1.1.2. Organisational background of Donor:

The Development Fund (DF), Norway is a non-governmental organization supporting environment and sustainable development projects in some countries in Asia, Central America and Africa. Through local partners in Nepal, DF has been working with food security, social mobilization, governance and natural resource management, since 1984. Today, DF is working through its partners in the districts of Humla, Bardia, Banke, Dang and

Ilam. In addition, national programmes in climate change and agro-biodiversity are covering more districts than mentioned. DF is not registered as an organization in Nepal, as it only works through Nepali partners.

DF's back donor, Norwegian Agency for Development (NORAD), gives funding to DF through a 5 years agreement. Therefore, DF has secured funding for NCDC's project until 2016. DF has been a long time partner of NCDC, from 1998.

Implementing partner:

Namsaling Community Development Center (NCDC) is a nonprofit making, apolitical, social, Nepali non-governmental organization founded in 1985 with a view to facilitating initiatives in community self-reliance. Officially registered with the Ilam District Administration Office and the Social Welfare Council (SWC), NCDC works in partnership with community members, community based organizations, local and central governments, other Nepali NGOs, and international partners. Acting as a catalyst for local self-help solutions to rural development challenges and environmental degradation, NCDC facilitates initiatives in environment, agriculture, health and sanitation, water, income generation, communications, education, savings and credit, sustainable development planning, and community-based natural resource management.

1.1.3. Stakeholders

See annex 5.1.2 for detail stakeholder analysis of NCDC's project.

2. The assignment

2.1.1. Evaluation rationale

The SDPP has a project period of 5 years. DF's monitoring and evaluation system requires usually 2 evaluations during a 5 years-phase. In mid 2015, it is therefore time for carrying out the mid-term evaluation of the project in order to see what is working well and what needs to be adjusted.

Further, DF is currently developing a new strategy for its Nepal project portfolio of 2017-2021 and the evaluation will therefore feed into the strategic discussions on continuation on democracy building in Nepal.

2.1.2. Evaluation objectives

The mid-term evaluation will concentrate on the results from NCDC's work of facilitating Sustainable Development Plans. The specific focus of the evaluation will be on:

- A. Sustainable Development Plans' relevance in Nepal
- B. The impact on development processes
- C. The capacity building of organizations that have facilitated SDPs
- D. The impact on individuals within the stakeholder groups, the general population, civil society groups and the private sector

The evaluation will be a learning process and the evaluation team will also consist of representatives from the donor partner and one representative from the implementing partner. The external evaluator assigned to carry out the evaluation will have the role of the team leader. The team leader will choose the roles of the other team members.

2.1.3. Scope of evaluation

Geographical Area:

The geographical area of the project is shown in the map and the list of finalized SDPs in annex 5.1.3. The evaluator will choose in a randomized manner, the areas that will be visited to collect the first hand data. It is a wish that the selected areas include as followed:

- 4 VDCs with SDP formulated in the project period
- 2 VDCs with SDP formulated before 2012
- 2 VDCs with SDP formulated by other organizations
- NCDC has supported/trained
- 2 VDCs without SDP formulated by NCDC (for comparison).

Of these, The VDCs of Humla district should not be selected, as an analysis of these were included in an evaluation in 2014.

In addition, interviews with some key informants outside the chosen VDCs, need to be included where relevant. The evaluator is also welcomed to suggest other geographical area selection criteria.

2.1.4. Evaluation questions/content

- a. Sustainable Development Plans' relevance in Nepal
 - Compared to other participatory VDC planning models currently used in Nepal (ej. Local Governance and Community Development Programme, 14 step model of the MoFALD), what are the benefits and disadvantages of NCDC's SDPs?
 - What will be the relevance of the SDP model in the future when local elections are established and local representatives are elected? Will the model function in this new context? And what are the future threats to the use of the SDP model on local and national level?
- b. The impact on development processes
 - To what degree and in what way do the local governmental institutions prioritise and use SD plans in the overall VDC planning?
 - To what degree do non-governmental organizations, working in the VDCs, priorities the SD plans in their development work?
 - To what degree have the SD plans and planning process contributed to the promotion of social inclusion in development processes in the VDCs?
 - To what degree have the SD plans contributed to the establishment of sustainable development mechanisms in the development initiatives and processes of the VDCs?

- What impacts has the SDP model had on development processes at regional and national level? And what are challenges are there for the replication of the model at national level?
- c. The capacity building of organisations that have facilitated SDPs (output 1.3 in application 2015)
 - Do the organizations trained by NCDC in SD planning have the sufficient capacity to follow-up the plans? Have these organizations been working independently or with the help of NCDC in replicating the local level planning methodology developed by NCDC?
 - What role, positive and negative, do financial matters play in the replication process?
 - What are the organizations' challenges of replicating the SD planning model of NCDC?
- d. The impact on individuals within the stakeholder groups: the general population, civil society groups and the private sector
 - What has been the impact on the individuals of the different stakeholder groups, who were directly involved in the SD planning process? What are the changes these individuals have seen in their communities as a result of the SD planning?
 - How much knowledge of the SD plan do inhabitants that did not directly take part in the SD plan formulation have? If they have knowledge, what has been the impact on them?
 - To what degree has the presence of the plans increased the VDC inhabitants' knowledge of and control over what projects are implemented in their community?

Recommendations for changes and further work under each objective should also be included.

3. Assignment Method

3.1.1. Assignment preparation

The first part of the evaluation will consist of desk review and discussions with NCDC staff. The team leader and the rest of the team are expected to prepare a review report with the preliminary report. The most relevant documents are the following:

- Evaluation of Collaborative Sustainable Development Planning Project, 2006
- Annual reports and external audits 2012-2014
- DF Nepal Country programme log frame (NORAD) 2012-2016
- SDPP Project Document (Yearly Project Applications 2012-2015)
- Sustainable Development Plan (both Nepali and English)- examples
- NCDC Website
- Periodic Planning Source Book (Both – English and Nepali)
- West Study and NCDC Road Map, 2014
- Assessment Report of SDP, 2012

- Mid-term evaluation of Humla Development Initiative 2014 (SDP part)
- List of SDP formulated VDCs

The team leader will in addition read other relevant document for further analysis.

3.1.2. Assignment approach

The evaluation will use the combination of qualitative and quantitative methods; however, a greater focus on the qualitative methods regarding first hand collection of data should be prioritized. Quantitative information can also be found in the monitoring and evaluation records of NCDC and it is not an aim of the evaluation to verify this information, but rather use them for analysis. The evaluator will use both secondary data and collect first hand data.

The external evaluator decides the methods to be used for data collection and analysis. The methods used have to be presented to and discussed with the evaluation team before the evaluation starts. The evaluation should include the stakeholders in *a participatory manner* and methods for including beneficiaries should be a focus for the methods used.

The evaluation will consist of a desk review phase and a field visit phase.

The external auditor will be the team leader of the evaluation team and will also assign, if relevant, specific tasks to the team members. The team leader will be in charge of the progress of the evaluation, the development of the plan, the implementation of the evaluation and the analysis and report writing. The team leader will include the other team members in the processes.

3.1.3. Phases, Timeline and deliverable – suggested outline

SN	TASKS	DEADLINE
1	Desk review and finalization of the inception report (evaluation plan)	3 rd of April (7 days)
2	Discussions on the plan with evaluation team and NCDC staff	11 th of April (1 day)
3	First hand data collection (depends on the chosen VDCs)	12 th – XXX (maximum of 25 days)
4	Presentation of finding to NCDC staff and relevant stakeholders	(1 day)
5	Analysis of data	(4 days)
6	Writing and submitting draft report	(2 days)
7	Final report	(1 day)
	Total days	Max 41 days

3.1.4. Expected products

- The evaluation report shall have the following structure:
 - Executive summary of no more than 3 pages that includes the principal findings and recommendations of the evaluation.
 - Background: Brief description of the project and context
 - Methodology

- Analysis of results and findings of areas covered by the evaluation (assessment questions)
- Recommendations
- Appendices (questionnaires, list of interviews etc.)

The report should be presented in English, and not exceed 40 pages (including executive summary). Executive summary should be presented in both English and Nepali. The font should be in Times New Roman with size 12 and one line spacing. The report should be sent in Word format.

- b) One presentation in Power Point showing the main findings and recommendations.
- c) It is expected that the evaluator presents the report to NCDC staff and other relevant stakeholders.

3.1.5. Budget

The external evaluator is expected to present a budget including travel expenses, food and accommodation, materials, transcription costs and salary. The total budget should not exceed 45 000 NOK (including all expenses).

The expenses for the team members representing DF and NCDC, will not be covered in this budget, as they will present their own individual travel budgets.

4. Roles and Responsibilities for the Assignment

4.1.1. Assignment team

The external evaluator should have the following qualities:

- Nepalese nationality
- Has experience of leading an evaluation team
- In depth knowledge and understanding about local governance system of Nepal preferably local level planning
- Preferably knowledge on organizational development
- Knowledge on social mobilization and inclusion, especially of marginalized groups
- Experience of writing evaluation reports
- Knowledge on remote areas of Nepal
- Willing and able to travel to rural areas

4.1.2. Communication

The consultant will report to DFs Nepal Program Coordinator Aina Grødahl in Oslo. The communication will be mainly on phone and e-mail.

The consultant will share the findings with the stakeholders and get feedback, before sending the final evaluation to the Program Coordinator

Annexes

4.1.3. Bibliography

Namsaling Community Development Center web pages: <http://ncdcilam.org.np/>

Development Fund Norway web page <http://www.utviklingsfondet.no/en>

NCDC SDPP application 2015 to DF

4.1.4. Stakeholder record

Annex – 5.1.2 (b)

STAKEHOLDER ANALYSIS OF SDPP

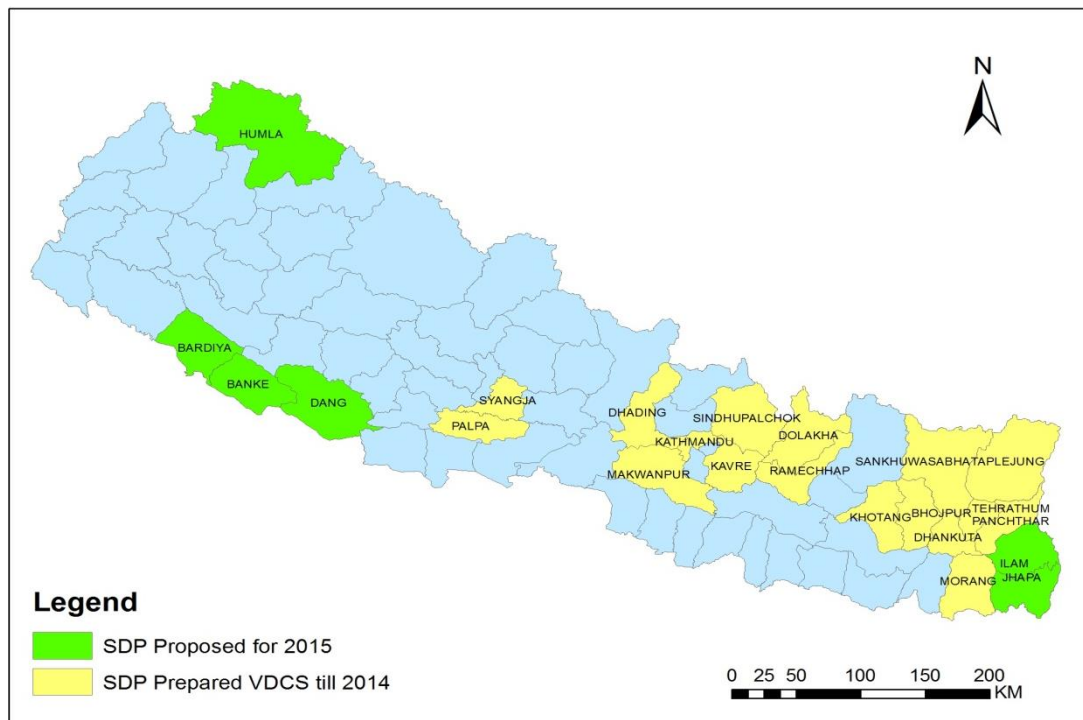
Planned				Monitoring
Stakeholders	Why are they involved?	How are they involved?	When might they be involved?	What is the stakeholders' opinion about the project?
Population	<ul style="list-style-type: none"> ▪ Local Resources planning and management for local level development and proper use of local resources ▪ Achieve Sustainable environmental benefit ▪ Increase living standard ▪ Identify the local resources and conservation ▪ Transparency on development activities. ▪ Giving priority to their needs. 	<ul style="list-style-type: none"> ▪ Participate in mass meeting, interaction, Awareness campaign, workshops, Training ▪ Participation in VDC council and participatory monitoring process. 	<ul style="list-style-type: none"> ▪ Identification of local resources, ▪ Local level Planning & development prioritization ▪ Users committee formulation ▪ Implementation of activities ▪ Discussion of local issues ▪ Monitoring process 	<ul style="list-style-type: none"> ▪ Equal resource distribution system (development activities, social inclusion, natural resource management and sharing) ▪ Increasing awareness on environmental awareness and conservation of natural and socio-cultural resources. ▪ Implementation of activities based on prepared SDP ▪ Level of income source and local contribution increased ▪ Support sustainable development initiatives.
Private sector				
local entrepreneurs,	<ul style="list-style-type: none"> ▪ Marketing of plan for 	<ul style="list-style-type: none"> ▪ Stakeholders 	<ul style="list-style-type: none"> ▪ Planning process, 	<ul style="list-style-type: none"> ▪ Quality service delivery: local

business professionals, contractors, etc.	<p>identified investment sector.</p> <ul style="list-style-type: none"> ▪ Identifying cost effective investment sector ▪ Identifying potential resources for sustainable business promotion 	<p>Meeting, workshops</p> <ul style="list-style-type: none"> ▪ Client mobilization ▪ Investment and marketing 	<ul style="list-style-type: none"> ▪ Project prioritization, ▪ Investment ▪ Implementation of activities ▪ Resource distribution 	<p>competency for providing reliable services and exploration of economic opportunities.</p>
Public sector				
Village Development Committees (VDCs)/ Municipalities	<ul style="list-style-type: none"> ▪ Effective implementation of government plan, policy and SDP ▪ Mobilization of grants for implementation of development activities ▪ To Monitor and Evaluate project activities 	<ul style="list-style-type: none"> ▪ Directly involved through financial support, Policy formation, Human resource mobilization , ▪ Coordination, ownership of SDP 	<ul style="list-style-type: none"> ▪ Mass meeting ▪ Budget allocation, Stakeholder identification, Formal endorsement of plan, program approval 	<ul style="list-style-type: none"> ▪ System established by planning process and implementation practices. ▪ Implementation of documented projects ▪ Additional grant received from external resources within VDC area. ▪ Success of VDCs for securing fund from Minimum Conditions for Performance Measure (MCPM).
District Development Committees (DDCs)	<ul style="list-style-type: none"> ▪ Strengthening participatory Bottom-up planning process. ▪ District level plan formulation ▪ Program integration ▪ Get support for overall district development 	<ul style="list-style-type: none"> ▪ VDC selection ▪ Suggestion and comment ▪ Financial support ▪ Policy implementation 	<ul style="list-style-type: none"> ▪ District Advisory Meeting (DAC) ▪ Project Advisory Meeting (PAC) ▪ District annual work plan preparation ▪ Program 	<ul style="list-style-type: none"> ▪ Commitments ▪ Planned based activities implemented

			<ul style="list-style-type: none"> ▪ monitoring ▪ Policy Advocacy campaign ▪ Identification of donor organization and orient for investment at local level 	
<p>Line agencies (District Forest Office, District Plant Resource Office, District Women Development Office, District Administration Office, District Agriculture Office, District Livestock Office)</p>	<ul style="list-style-type: none"> ▪ Program partnership, ▪ Information sharing ▪ Component wise planning ▪ Sharing of knowledge and skills 	<ul style="list-style-type: none"> ▪ Resource support (financial, technical etc.) 	<ul style="list-style-type: none"> ▪ District Advisory Meeting (DAC) ▪ Coordination Meetings, ▪ Plan finalization ▪ Implementation of Partnership fund mobilization 	<ul style="list-style-type: none"> ▪ Implementation of planning activities in Partnership
Civil Society				<ul style="list-style-type: none"> ▪
	<ul style="list-style-type: none"> ▪ Community mobilization ▪ Local level partnership, ▪ Local identity ▪ Capacity building ▪ Promoting sustainable planning practices ▪ Facilitation for managing local resources for SDP implementation. 	<ul style="list-style-type: none"> ▪ Awareness creation ▪ Advocacy, information dissemination ▪ Resource support. ▪ SDP implementation Process facilitation 	<ul style="list-style-type: none"> ▪ Program planning, implementation, and monitoring ▪ Coordination Meetings, ▪ Progress review meeting. 	<ul style="list-style-type: none"> ▪ Capacity building/strengthening ▪ Involvement in resources mobilization, support VDCs for implementation of plan based activities. ▪ Social mobilization for effective implementation of priority projects.

5.1.3 Map of program VDC and list of carried out SDPs

Annex – 5.1.3 MAP OF SDP PROGRAMME DISTRICTS:



5.1.4 Project documents

Following documents will be submitted to the chosen evaluator for producing the preliminary report and evaluation plan:

- Evaluation of Collaborative Sustainable Development Planning Project, 2006
- Annual reports and external audits 2012-2014
- DF Nepal Country program log frame (NORAD) 2012-2016
- SDPP Project Document (Yearly Project Applications 2012-2015)
- Sustainable Development Plan (both Nepali and English)- examples
- NCDC Website
- Periodic Planning Source Book (Both – English and Nepali)
- West Study and NCDC Road Map, 2014
- Assessment Report of SDP, 2012
- Mid-term evaluation of Humla Development Initiative 2014 (SDP part)
- List of SDP formulated VDCs

Appendix II.a: Checklist for Qualitative Information Collection

Qualitative Tools	Guiding open ended Questions
<p>Semi-structured Interview</p> <p>(Focus Group Discussion/ group discussion /key informant interview with community people and VDC/DDCs)</p>	<p><i>a. The relevance of ‘Sustainable Development Plans’ in Nepal</i></p> <ul style="list-style-type: none"> • Compared to other participatory VDC planning models currently used in Nepal (e.g. Local Governance and Community Development Programme, 14 step model of the MoFALD), what are the benefits and disadvantages of NCDC’s SDPs? • What will be the relevance of the SDP model in the future when local elections are established and local representatives are elected? • Will the model function in this new context? And what are the future threats to the use of the SDP model on local and national level? <p><i>b. The impact on development processes</i></p> <ul style="list-style-type: none"> • To what degree and in what way do the local governmental institutions prioritise and use SD plans in the overall VDC planning? • To what degree do non-governmental organisations, working in the VDCs, prioritise the SD plans in their development work? • To what degree have the SD plans and planning process contributed to the promotion of social inclusion in development processes in the VDCs? • To what degree have the SD plans contributed to the establishment of sustainable development mechanisms in the development initiatives and processes of the VDCs? • What impacts has the SDP model had on development processes at regional and national level? And what are challenges are there for the replication of the model at national level? <p><i>c. The capacity building of organisations that have facilitated SDPs (output 1.3 in application 2015)</i></p> <ul style="list-style-type: none"> • Do the organisations trained by NCDC in SD planning have the sufficient capacity to follow-up the plans? • Have these organisations been working independently or with the help of NCDC in replicating the local level planning methodology developed by NCDC? • What role, positive and negative, do financial matters play in the replication process? • What are the organisations’ challenges of replicating the SD planning model of NCDC?

Qualitative Tools	Guiding open ended Questions
	<p><i>d. The impact on individuals within the stakeholder groups: the general population, civil society groups and the private sector</i></p> <ul style="list-style-type: none"> • What has been the impact on the individuals of the different stakeholder groups, who were directly involved in the SD planning process? • What are the changes these individuals have seen in their communities as a result of the SD planning? • How much knowledge of the SD plan do inhabitants that did not directly take part in the SD plan formulation have? If they have knowledge, what has been the impact on them? • To what degree has the presence of the plans increased the VDC inhabitants' knowledge of and control over what projects are implemented in their community?
<p>Semi-structured Interview</p> <p>(Key Informant Interview with NCDC staff, meeting with Government body like Village Development Committees-VDCs, NGOs etc)</p>	<ul style="list-style-type: none"> • What is coordination between your office and (SDPP) Project to deliver the program activities in the project areas/ VDCs? • What is your opinion towards SDPP Project's performance? • How would you assess the relevance of the SDPP project interventions in the VDC/municipality? • Do you have any suggestions to improve the quality of services of the SDPP project for the future?
<p>Field Observation</p> <p>(Checklist for observation)</p>	<ul style="list-style-type: none"> • Working styles of NCDC-implementing partner of DF • Performance of field staff and senior staff member • Record keeping, reporting, monitoring the system of implementing partner • Documentation of good practices • Linkage and coordination with District line agencies • Relationship with stakeholders including journalists, local political leaders etc • Office management in terms of filling, budgeting, meeting, communication with others and among the staff members etc • Participation of community people in the meeting, ecological agriculture/organic farming, extension education, market access level of income as compared to previous one etc. • Agricultural Biodiversity conservation and sustainable use of natural resources

Qualitative Tools	Guiding open ended Questions
	<ul style="list-style-type: none"> • Institutional development activities • Confidence among poor people–women and men towards sustainability of the SDPP project • Changes in an attitude and behavior of community people-women and men to make a difference in their lives • Relationship with VDCs and district line agencies to get external resources
How Change happens Case studies	<ul style="list-style-type: none"> • Case studies of good practices in agriculture, community participation in planning, gender and social inclusion, climate change adaptation, green city adaptation practices by HHs • Good linkages and coordination with VDCs and municipalities • Lobbying and advocacy with District and national level to influence policy and practices
Spider Diagram	<ul style="list-style-type: none"> • What is the organizational status of NCDC in terms of various indicators?
People Perception Mapping	<ul style="list-style-type: none"> • What is your perception towards the SDP in terms of participation, prioritization of the projects, and implementation of the SDP at VDC?
Mood Meter Mapping	<ul style="list-style-type: none"> • What is your response towards the performance of SDP project as shown the picture in the news print paper? • Why you are very happy? or happy or unhappy of the project performance in your judgment?
Score Ranking	<ul style="list-style-type: none"> • What is your rating in this programme in terms of popularity among the people?
Rating criteria	<p>Relevancy: Highly relevant (A), Relevant(B), Moderately relevant(C), Not relevant(D)</p> <p>Impact: High impact (A), Impacted (B), Moderately impacted (C), and Not impacted/Negative impact (D)</p> <p>Sustainability: Highly sustainable (A), Sustainable (B), Moderately sustainable (C), Not sustainable (D)</p> <p>Gender equality and Social Inclusion: Highly Gender sensitive socially inclusive (A) Satisfactory GESI (B) Moderately GESI (C) Unsatisfactory GESI (D)</p> <p>Overall conclusion: Highly satisfactory (A), Satisfactory (B), Moderately satisfactory (C), Unsatisfactory (D)</p>

Appendix II.b: Midterm Evaluation Field Study Schedule

Date	Activity	Location	Involvement
09/04/2015	<ul style="list-style-type: none"> Meeting with Leyla Kutlu in Kathmandu 	Lazimpat	
10/04/2015 Friday	<ul style="list-style-type: none"> Fly to Badrapur Badrapur Bhadrapur to Ilam by vehicle Meeting with NCDC (sharing of SDPP programme with evaluator) 	Jhapa Ilam	Narbikram NCDC-Shanti Khadgi Hira Kaji
11/04/2015 Saturday	<ul style="list-style-type: none"> Meeting with NCDC SDPP staff 	Ilam, Namsaling	Hira Kaji, Leyla Narbikram
12/04/2015 Sunday	<ul style="list-style-type: none"> Travel to – Namsaling Meeting with VDC secretary Discussion with community people-women, men, Dalits and ethnic groups- Back to Ilam Bazar 	Ilam Jhapa	Hira Kaji Dinesh Bhattarai Leyla Narbikram
13/04/2015 Monday	<ul style="list-style-type: none"> Meeting with Ilam DDC (LDO Meeting with VDC Chairpersons of few VDC,s of Ilam district Meeting with NGO federation Ilam 	Jhapa	Dinesh Bhattarai Leyla Narbikram
14/04/2015 Tuesday	Rest in Ilam New Year-2072	Ilam	
15/04/2015 Wednesday	<ul style="list-style-type: none"> Meeting with VDC chairperson/ officers and key persons of Khudunabari Travel from Birtamode Jhapa to Vedetar Dhankuta Meeting with VDC secretary and other staff/ Local political party of Vedetar VDC Move to Dhankuta or Basantapur for night stay. 	Dhankuta	Dinesh Bhattarai Leyla Narbikram
16/04/2015 Wednesday	<ul style="list-style-type: none"> Meeting with Tamaphok secretary and officials, social mobilizer, other key persons Meeting with VDC secretary of Basantapur VDC/others Meeting with RECOLD (NGO) of Dhankuta Night stay in Dharan 	Sankhuwasabha and Terathum	Dinesh Bhattarai Leyla Narbikram
17/04/2015 Friday	<ul style="list-style-type: none"> Dharan-Hetauda Meeting with DDC Night stay in Hetauda 	Makwanpur	Pravesh Leyla, Narbikram
18/04/2015 Saturday	<ul style="list-style-type: none"> Travel to Hetauda Meeting with community people Meeting with Hadikhola VDC Night stay in Dhadingbeshi-district headquarter, Dhading 	Makwanpur	Pravesh Chapagain Leyla Narbikram

19/04/2015 Sunday	<ul style="list-style-type: none"> • Meeting with DDC • Travel to Pida • Meeting with Pida VDC • Meeting with community people 	Dhading	Pravesh Chapagain Leyla Narbikram
20/04/2015 Monday	<ul style="list-style-type: none"> • Meeting with community people • Meeting with VDC secretary • Travel to Kathmandu 	Dhading	Pravesh Chapagain Leyla, Narbikram
21/04/2015 Tuesday	<ul style="list-style-type: none"> • Travel to Dolakha • Meeting with DDC Dolakha • Night stay in Charikot 	Dolakha	Pravesh Chapagain Leyla, Narbikram
22/04/2015 Wednesday	<ul style="list-style-type: none"> • Travel to Alampu • Meeting with VDC Alampu • Meeting with community people • Night stay in Charikot 	Alampu, Dolakha	Pravesh Chapagain Leyla Narbikram
23/04/2015 Thursday	<ul style="list-style-type: none"> • Travel back to Kathmandu 	Kathmandu	Pravesh Chapagain Leyla, Narbikram
24/04/2015 Friday	<ul style="list-style-type: none"> • Meeting with Budanilkantha Municipality • Meeting with community people • Night stay in Kathmandu 	Kathmandu	Pravesh Chapagain Leyla, Narbikram
25 April 2015	<ul style="list-style-type: none"> • Plan to visit Budhanilkantha and meeting among evaluation team members cancelled due to big earthquake 		

Appendix III: Organizational Assessment

Assessment Parameters	Range of Score	Obtained Score	Rating
1. Transparency <ul style="list-style-type: none"> • Social Audit • Annual Review & Reflections • Participatory Planning & Budgeting • Governance system/structures 	0-4	3	Satisfactory
2. Leadership Development <ul style="list-style-type: none"> • Participatory decision making • Authority Delegation • Visionary • Situational 	0-4	3.5	Satisfactory
3. Financial Management <ul style="list-style-type: none"> • Compliance with Financial Policies • Compliance with the income tax laws & Regulations • Fixed Assets Records and physical Verification • Internal Auditing & Control • External Auditing • Financial Reporting 	0-4	3	Satisfactory
4. Networking <ul style="list-style-type: none"> • Member of Alliance • Establishment of Network with NGOs • Linkage and coordination with Government line agencies 	0-4	4	Highly Satisfactory
5. Documentation <ul style="list-style-type: none"> • Documentation of Best practices & Lessons learnt • Publication of reports • Organizational & Program Visibility 	0-4	2	Moderately Satisfactory
6. Efficiency <ul style="list-style-type: none"> • Committed staff • Efficiently use of resources • Utilization of budget • Performance of Program Activities 	0-4	3.5	Satisfactory
7. Policies <ul style="list-style-type: none"> • Formulation of policies and strategies • Amendment of policies as per the context • Available current policies/strategies 	0-4	3	Satisfactory

Assessment Parameters	Range of Score	Obtained Score	Rating
8.Sustainability <ul style="list-style-type: none"> • Organizational sustainability • Community ownership • Financial Sustainability • Environmental Sustainability 	0-4	3	Satisfactory
9.Advocacy <ul style="list-style-type: none"> • Lobbying & Advocacy to influence policy & practices • Research, publications and dissemination 	0-4	2.5	Moderately Satisfactory
Total Score		27.5	
Average Score		3.05	Satisfactory

Note: Organizational Assessment was done based on the judgment of NCDC staff

Assessment Criteria (0-4 score):

4 - Highly Satisfactory

3 -3.5 Satisfactory

2 -2.5 Moderately Satisfactory, and

0-1 Unsatisfactory

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

Appendix IV: List of Informants

SN	Name of the Participants	Position	Address
1	Man Bahadur Poudyal	VDC secretary	Namsaling VDC, Ilam
2	Indra Bahadur Pradhan	Office Assistant	Namsaling VDC, Ilam
3	Yam Prasad Adhikari	President, NCDC	Namsaling VDC, Ilam
4	LekhNathDhungana	Vice President, NCDC	Ilam
5	NirmalGhimire	Vice Secretary, NCDC	Namsaling VDC, Ilam
6	GopalRijal	NCDC	Ilam
7	Kamala Pradhan	Treasurer, NCDC	Ilam
8	PhadindraNiroula	Member, NCDC	Ilam
9	Tej BahadurBhujel	Member, NCDC	Ilam
10	Basudha Moktan (Pradhan)	Member, NCDC	Ilam
11	Devi Rimal	Member, NCDC	Ilam
12	Laxmi Rai	Member, NCDC	Ilam
13	Druba Kumar Pradhan	Staff, NCDC	Ilam
14	Bhupal Raj Khatiwada	Staff, NCDC	Ilam
15	Narendra Dewan	NCDC	Ilam
16	Ganesh Kumar Rai	Member, NCDC	Ilam
17	Ramesh Chandra Subedi	Secretary, NCDC	Ilam
18	Hira Bahadur Ghale	CEO, NCDC	Ilam
19	Sajan Neupane	Staff, NCDC	Ilam
20	Prem Lamsal	Member, NCDC	Ilam
21	Mira Khawash	Member, NCDC	Ilam
22	Dinesh Bhattra	Staff, NCDC	Ilam district
23	Arjun Thapa	VDC secretary	Rights Forum, Ilam
24	Krishna Bahadur Magar	VDC secretary	Santipur VDC, Ilam
25	Anil Shrestha	VDC Secretary	Puwa Majhuwa VDC, Ilam
26	Chola Raj Pokharel	Planning & Administrative Officer	DDC, Ilam
27	Chandra Mani Khanal	VDC staff	Khudunabari VDC, Jhapa
28	Khagendra Lingden	VDC staff	Khudunabari VDC, Jhapa
29	Prakash Bhattarai	Local Leader	Khudunabari VDC, Jhapa
30	Januka Parajuli	Local women leader	Khudunabari VDC, Jhapa
31	Rajendra Chapagain	Local leader	Khudunabari VDC, Jhapa
32	Nirman Acharya	Local Leader	Khudunabari VDC, Jhapa
33	Narayan Prd Khanal	VDC Secretary	Bhedetar VDC, Dhankuta
34	Govind Magar	Office Assistant	Bhedetar VDC, Dhankuta
35	Mahendra Bdr Ghimire	VDC Secretary	Basantapur VDC, Terahatum
36	Sujan Dahal	VDC Secretary	Tamaphok VDC, Sankhuwasabha
37	Padam Kumari Gurung	Women Leader	Tamaphok VDC, Sankhuwasabha
38	Govind Thapa	Local Leader	Tamaphok VDC, Sankhuwasabha
39	Kabita Shrestha	VDC staff	Tamaphok VDC, Sankhuwasabha
40	Dilli Bdr Jimi	Community member	Tamaphok VDC, Sankhuwasabha
41	Mukesh Mudel	Technical Asst	Tamaphok VDC, Sankhuwasabha
42	Shyam Poudyal	Community member	Tamaphok VDC, Sankhuwasabha
43	Dharma Raj Poudya	Chairperson	Himali Rural Electric Cooperative Ltd, Dhankuta
44	Bidur Pathak	Technical Asst	Hadikhola VDC, Makwanpur

SN	Name of the Participants	Position	Address
45	Gokarna Bartaula	Community member	Hadikhola VDC, Makwanpur
46	Annant Aryal	Community member	Hadikhola VDC, Makwanpur
47	Narayan Bartaula	Community member	Hadikhola VDC, Makwanpur
48	Ramkrishna Aryal	Community member	Hadikhola VDC, Makwanpur
49	Krishna Prd Pathak	Community member	Hadikhola VDC, Makwanpur
50	Chandra Tamang	Community member	Hadikhola VDC, Makwanpur
51	Badri Aryal	Community member	Hadikhola VDC, Makwanpur
52	Prabesh Chapagai	NCDC staff	Kathmandu
53	Damodar Aryal	ED	Prayash Nepal, Dhading
54	Binod Bhatta	Staff	Prayash Nepal, Dhading
55	Manahari Pandit	Staff	Prayash Nepal, Dhading
56	Pradip Raj Regmi	Staff	Prayash Nepal, Dhading
57	Hari Pata Magar	Internal Audit Officer	DDC, Dhading
58	Bhola Gautam	Information officer	DDC Dhading
59	Balkrishna Katwal	VDC Secretary	Pida VDC, Dhading
60	Bibek BK	Social Mobiliser	Pida VDC, Dhading
61	Nirmala Shrestha	Community member/SM	Pida VDC, Dhading
62	Arjun Aryal	Local leader	Pida VDC, Dhading
63	Jaya Prd Dahal	Chairperson	Tuki Association, Dolakha
64	Puruswartha Shrestha	CEO	Tuki Association, Dolakha
65	Damodar Timilsina	SDO	Tuki Association, Dolakha
66	Raj Kumar Parsai	VDC Secretary	Khopachaku VDC, Dolakha
67	Khadga Aale	VDC Secretary	Alampu VDC, Dolakha
68	Resam Lal Kanel	LDO	DDC, Dolakha
69	Raghu Nath Mahat	Planning Officer	DDC Dolakha
70	Krishna Bdr Karki	Program Officer	DDC Dolakha
71	Naraya Sedain	Program Officer	DDC Dolakha
72	Devika Thami	Community member	Khopachaku VDC, Dolakha
73	Deu Maya Thami	Community member	Alampu VDC, Dolakha
74	Khem Raj Nepal	Former Secretary/NCDC founder member	Ministry of Federal Affairs and Local Development, Government of Nepal
75	Bhagati Nepal	NCDC founder member	Namsaling VDC, Ilam
76	Chhiring Dolma Lama	Field Supervisor	Tuki Association, Dolakha
78	Kamala Basnet	Field Supervisor	Tuki Association, Dolakha
79	Subhadra Pandey	Field Supervisor	Tuki Association, Dolakha
80	Shanti Khadgi	Admin/Fin Officer	NCDC, Ilam
81	Pragya Dhakal	Climate Change Officer	NCDC, Ilam
82	Binod Kumar Niroula	HRD Officer	NCDC, Ilam
83	Nikki Sapkota	GESI Officer	NCDC, Ilam
84	Amol Acharya	SDO	NCDC, Ilam