United Nations Development Programme

Nepal

Project Document

Project Title: Implementation Support to CPAP (ISCAP)

UNDAF outcomes/Indicators: A-D as reflected in the UNDAF Implementation Support to CPAP (ISCAP)

Expected CPAP Outcomes/Indicators: 1-4 as reflected in the CPAP

Expected CPAP Outputs/Annual Targets: Support to effective implementation of CPAP outputs

Implementing Partner: UNDP

Brief description:

The objective of this project is to support the implementation of CPAP mainly in the areas of (a) formulation of projects, specific strategies and implementation guidelines; b) monitoring and evaluation of project results; c) security management of projects; and d) advocacy and communications support.

Programme Period:	2008-2010
Key Result Area:	Not applicable
Project ID:	
Start date:	1 January 2008
End date:	31 December 2010
Management	
Arrangement:	Direct Implementation (DIM)

Total Resources Required: $1,700,000

Total allocated Resources: $ 852,750

- Regular: $ 200,000

- Others: $ 752,750 **

Unfunded budget: $ 947,250 **

Agreed by UNDP:

Anne-Isabelle Degryse-Blateau

Country Director

** These resources will be made available to the project through transfer of funds from other development projects.

I

Section 1

Part I: Situation analysis

With the completion of the second Country Cooperation Framework (CCF) for Nepal (2002-2007), the next Country Programme Document (CPD) for Nepal (2008-2010) has been prepared in support of the Interim Plan of the Government of Nepal (July 2007 – July 2010) and approved by the UNDP Executive Board in January 2008. The Country Programme Action Plan (CPAP) is the operational plan that constitutes the formal agreement between UNDP and the government to execute the Country Programme.

With the approval of the CPAP, UNDP, in consultation with the relevant implementing partners, needs to formulate projects, specific strategies, and implementation guidelines in order to achieve results identified in the CPAP. In the current CPAP, within 25 outputs defined, at least 68 targets are to be achieved by the end of 2010. Currently only 4-5 projects are under formulation. About 15 projects will have to be developed for full implementation of the CPAP. There is a need to make provision for formulating new projects as per the outputs, focusing on the following four areas: Peace Building, Recovery, and Reintegration; Transitional Governance; Inclusive Growth and Sustainable Livelihoods; and Energy, Environment and Disaster Management.

Greater emphasis has been made in the current CPAP to ensure participation of women and excluded groups in all phases of the project cycle, i.e. in planning, implementation, management (including staffing) and monitoring. During programme and project formulation, it is essential to clearly articulate goals with respect to gender and social inclusion from the outset, develop relevant indicators, and ensure that monitoring frameworks include disaggregated data. In order to mainstream gender and social inclusion, a strategy has been developed which needs to be implemented during the CPAP period.

All UNDP-supported interventions were designed to develop national capacities, where significant achievements have been made. Greater efforts are required to ensure that under the new Programme capacity development activities are effective and contribute to the desired changes in performance, by developing and carefully monitoring the implementation of capacity development strategies.

The existing NEX guidelines have become obsolete due to the introduction of UNDP's new

Programming and Operational Policies and Procedures (POPP) and the enterprise resource planning system such as Atlas. Similarly the CPD and the CPAP have been developed under the harmonized programming approach of the UN. The shift in development paradigm with the simplification and aid harmonization, and the emphasis on national systems and national ownership pursuant to the Paris Declaration, support the call for new implementation guidelines.

UNDP in consultation with the Government had conducted a comprehensive review of its program in July–August 2005 (when Maoist insurgency was in full swing). The review proposed a set of recommendations with a view to make the delivery of UNDP programme more effective and responsive to the negative impact of the conflict. It included, inter alia, the following:

(i)   Maintaining a stronger field presence to enhance programme monitoring and co-ordination by establishing field presence;

(ii)   Harmonizing approaches and deliver common program elements such as social mobilization, micro-credit, etc. in a unified manner; and

(iii)   Adopting implementation modality conducive for working in conflict.

In response to one of the recommendations of 2005 Programme Review, UNDP placed special emphasis to support programme and project monitoring, evaluation and reporting. Particular attention has been given to strengthen field monitoring. UNDP Nepal has a Field Monitoring Policy, which complements the corporate UNDP Handbook on Monitoring and Evaluation for Results and guides field monitoring activities of the Country and Field Offices.

Following the Review, UNDP Nepal opened field offices in 2005, in Nepalgunj, Dadeldhura, and Biratnagar, and there are plans to open an office in Dhanusa, to strengthen monitoring and coordination of project activities, and to support implementation of NEX programme activities through the "Support to NEX" modality. The latter was deemed necessary at that time because of the heightened conflict and severe limitations on development space faced by the Government implementing partners.

Based on a rapid SWOT self-analysis of the field offices, the effectiveness of these offices can be summarized as follows:

•   Field offices have been effective in monitoring UNDP activities and have helped UNDP CO design and implement monitoring policies and strategies.

- Insofar as "coordination" function of UNDP Field Offices is concerned, there is very little flexibility that NEX projects lend themselves to in order for the field offices to manoeuvre. At the most the Field Offices can identify project/policy incoherence and bring it to the attention of the Country Office.

- Field offices can be effectively mobilized to reach out to the communities and community organizations if and when regular project implementation mechanisms prove ineffective.

- Field offices have been monitoring social inclusion and gender mainstreaming which have been at the roots of conflict in Nepal.

In late 2007, UNDP Nepal initiated "Quick Impact Peace Support Initiatives ("QIPSI"), a special programme for ten conflict-affected Terai districts. In order to support the implementation of this pilot project, and to ensure documentation of results, challenges, and lessons learned, seven field monitors have been hired and deployed in the districts.

Field monitoring efforts as described above need to be further strengthened. Similarly the new Country Programme Action Plan 2008-2010, a results-oriented plan with clearly defined outcomes, outputs, indicators, baselines and targets will need to be carefully monitored to ensure maximum results.

Projection of staff and UNDP's emphasis on risk management will remain as the overriding requirements for the new CPAP implementation. While the security situation has improved considerably in most parts of the country with the peace process, various political groups still manifest their political grievances through launching of bandhs (strikes), demonstrations and other agitation mechanisms throughout the country, which may hamper overall Programme delivery. While the UN system and development organizations have adopted the Basic Operating Guideline (BOGs) as a code of conduct for their development work in Nepal, criminal groups have often ignored these principles and targeted development and humanitarian workers for extortion of money resulting in a threatening environment to the lives of project staff and properties. Thus the programme implementation will be seriously affected. To mitigate these risks, UNDP, in consultation with the Government and other partners, need to continue close monitoring of the development situation and make adjustments. Thus, adequate provisions need to be ensured to provide security support to the projects.

UNDP has been the UN's largest provider of development assistance to Nepal, raising international support, delivering technical and policy advice to Government and civil society. However, ten years of conflict in Nepal has overshadowed its development initiatives. The media also remained focused only political issues and little is covered on development activities. Hence international communities have been sceptical to support Nepal for development activities

In order to win greater donor confidence and significantly boost funds for new initiatives greater emphasis will be put in advocating ongoing support to the Peace Process and all the new development initiatives aimed at addressing social inclusion issues.

In order to maintain consistency and quality, UNDP Communications and Advocacy unit will provide support and guidance to the UNDP NEX and DEX projects in major publication, advocacy materials and outreach activities.

Part II: Objectives & Strategy:

The objective of this project is therefore, to support the implementation of CPAP mainly in the areas of (a) formulation of new projects, specific strategies and implementation guidelines; b) monitoring and evaluation of project results; c) security management of projects; and d) advocacy and communications support.

(a) Formulation & Advisory Support:

(i) **New Project Formulation:** UNDP in close consultation with it implementation partners is expected to develop about 10 projects in 2008 to start the implementation of CPAP. For this purpose national and international expertise will be used. Inputs and advisory support from UNDP's regional centres will also be sought. During formulation, cross-cutting issues such as gender and social inclusion and climate change will be incorporated into all projects. The design phase of projects will also involve careful risk assessments, and the development of detailed monitoring and evaluation frameworks.

(ii) **Capacity Development Strategy:** Capacity development is the key element of all of UNDP's support, and it is essential to carefully examine capacity development issues, and ensure that capacity building is needs-based and well-targeted. Monitoring and evaluation of capacity development needs to be improved, in order to ensure that the desired impacts are being achieved, and to adjust strategies as required. Following UNDP's concept of capacity development, this Programme emphasizes developing the capacity at the individual,

organizational and systemic levels to increase efficiency as well as participatory governance processes. The human development approach to capacity development that UNDP has adopted focuses on capacity assessment, learning opportunities, leadership development, institutional reform, participatory processes, and monitoring and accountability mechanisms. Applying this approach, capacity of institutions and systems that support the "duty bearers" as well as those that support the "rights holders" will be developed. In order to apply this approach, a strategy for capacity development will be formulated that would be agreeable to UNDP and its implementing partners.

(iii) **Implementation of gender and social inclusion strategy**: The importance of participation of women and excluded groups in all phases of the project cycle, i.e. in planning, implementation, management (including staffing) and monitoring is well articulated in the CPAP. During programme and project formulation, it is essential to clearly articulate goals with respect to gender and social inclusion from the outset, develop relevant indicators, and ensure that monitoring frameworks include disaggregated data. In order to mainstream gender and social inclusion in all UNDP supported areas in a more systematic way, a strategy has already been developed. However, it needs to be implemented during the CPAP period through various orientation/workshops and training activities. Similarly assessments of the policy implications and their impact on the targeted groups also need to be conducted on a regular basis. For this purpose a gender and social inclusion sensitive management information system will have to be developed.

(iv) **Implementation Guidelines**: National Implementation (previously known as NEX) will remain one of the main modalities for UNDP projects. In accordance with UNDP's new programming guidelines (Results Management Guide/RMG), the adoption of Harmonized Approach for Cash Transfer (HACT) as well as to align with Atlas – the UNDP programme management instrument – it has been envisaged to develop Implementation Guidelines for UNDP-supported projects. UNDP has already initiated preparation of the new guidelines. A Task Force with representatives from the Ministry of Finance, the National Planning Commission, the Ministry of Local Development and UNDP has been set up to guide preparatory process. Under the overall guidance of the Task Force, the Implementation Guidelines will be developed with the help of both national and international consultants.

(b) **Monitoring & Evaluation support** : Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF and CPAP results matrices and monitoring and

evaluation plans. In close consultation with the Government. UNDP will be setting up the necessary M&E mechanisms, tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. Also to ensure effective and relevant development interventions at community level, UNDP will continue to strengthen its existing field presence in the country, in particular in the Terai. This will enable UNDP to contribute to the effective monitoring of the development activities in a more coordinated manner as well as to assess and identify appropriate interventions to specific districts' needs. Field monitoring is currently conducted according to the annexed Field Monitoring Policy, which will be revised and updated as required during the project period.

The mandate and structure of UNDP Field Offices will be streamlined. Field Offices have played a meaningful role in monitoring UNDP project activities. As such, "monitoring" will be the predominant function of the Field Offices. However, as it is uncertain how the developmental and political scenarios will unfold in the future, especially in the Terai, the Field Offices' function and role will remain flexible.

In order to continue to strengthen monitoring and evaluation for results, under the M & E component of this project the following activities are planned:

- Development and implementation of CPAP Field Monitoring Plans and Strategies, which will include field monitoring visits by Country Office Staff; analysis of field monitoring visit reports and other reviews and reports by the M & E team; guidance to programme and project management teams based on findings.
- Field Office monitoring and programme support, which will include:
  o Undertaking monitoring field visits on the basis of a Monitoring Field Visit Plan prepared by Field Offices in consultation with M&E Unit of UNDP CO. The findings will be presented to M&E Unit in a prescribed format.
  o Responding to specific requests from UNDP CO (e.g. participate in regional consultative meetings, participate and provide advisory support to project formulation/ evaluation missions, etc.)
  o Enhancing collaboration amongst UN agencies in the field through coordination meetings, joint field visits, experience sharing meetings, etc.)
- Field monitoring by QIPSI Field Monitors; analysis of findings and lessons learned;

guidance to programme and project management teams based on findings

- Development of a Gender and Social Inclusive Sensitive Monitoring Information System, as described in section (a)(iii) above.

- Provision of advisory and capacity development services for results-based programme and project formulation, monitoring, evaluation and reporting.

- Conduct annual Audits of NGO/NEX projects: The Office of Audit and Performance Review (OAPR) sets the criteria for the audit of NGO/NEX projects. OAPR adopts the risk based approach in devising the audit criteria. The projects which fall under the criteria as set by OAPR are subject to the annual audit. Such audits are jointly conducted by the Office of Auditor General (OAG) and the private audit firm. The objective of the audit is to provide assurance whether the implementing partner utilized the funds for the purpose intended and whether the project resources are exposed to significant risk.

(c) Security Management support

The objective of this component is to provide Security and Risk Management Support to all UNDP assisted projects to enable these projects to work safely and effectively, in an extremely fluid political environment. The support will focus on the following areas:

1. Regularised and strengthened comprehensive threat and risk assessments in the country of all locations; where UNDP projects, staff and dependents are present.

2. UNDP Projects under CPAP are designed with elements of security as an integral part.

3. Designed security and risk management training and UN BOGs packages to strengthen all UNDP projects according to UNDP policy of neutrality and transparency.

Key Activities

- Provide increased support to Eastern and mainly Terai region through frequent field visits using breadth of risk management team.
- Continual support in resolving risk management issues.
- Provide training to field staff

(d) Development Advocacy & Communications support:

Within the overall UNDP communications strategy, this component of the project aims to achieve mainly two key objectives: (a) to significantly increase consolidated and coordinated reporting on

the impact of UNDP's contributions to Nepal's development through various projects; and (b) to expand the development dialogue among targeted audiences through media advocacy, publications, website, advocacy papers and special events. Thus, this project will support the following activities:

- Broader advocacy on the Millennium Development Goals
- Increased knowledge about the impact of UNDP's work at the community level
- Increased donor support for UNDP
- New knowledge captured and disseminated broadly and a knowledge database prepared yearly

In order to win greater donor confidence and significantly boost funds for new initiatives greater emphasis will be put in advocating ongoing support to the Peace Process and all the new development initiatives aimed at addressing social inclusion issues.

The detailed 2008 Communications Plan is annexed to this document.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:

Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.

Applicable Result Area as per Strategic Plan: All

Partnership Strategy: All development projects

Project title and ID (ATLAS Award ID): Implementation Support to CPAP (ISCAP)

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	
Support to effective implementation of CPAP outputs	(see AWP 2008 for 2008 Annual Targets)	• Formulate new strategies, guidelines and projects	• UNDP Nepal	US$ 200,000
		• Strengthen Monitoring and Evaluation for Results	• UNDP Nepal	US$ 1,245,150
		• Provide security management support for staff safety and smooth implementation of project activities	• UNDP Nepal	US$ 120,850
		• Provide advocacy and communication support to projects	• UNDP Nepal	US$ 134,000

Management Arrangements:

Since this is the support project for the implementation of the CPAP the project will be implemented by UNDP. A project board with the UNDP Country Director as the project executive will be established to provide overall guidance and support for the implementation of project in close consultation with relevant programme units and government agencies. Selected National Project Managers will be the members of the Project Board in the role of senior beneficiary and will attend the Project Board meetings as appropriate.

Project Board		
Sr. Beneficiary 2 National Project Managers	Executive UNDP Country Director	Sr. Supplier UNDP DRR/O

Project Assurance (DRR/P)

Project Coordinator UNDP   Programme   Finance

Monitoring and Evaluation Team	Field Offices Team	Communication and Advocacy Team	Risk Management Team
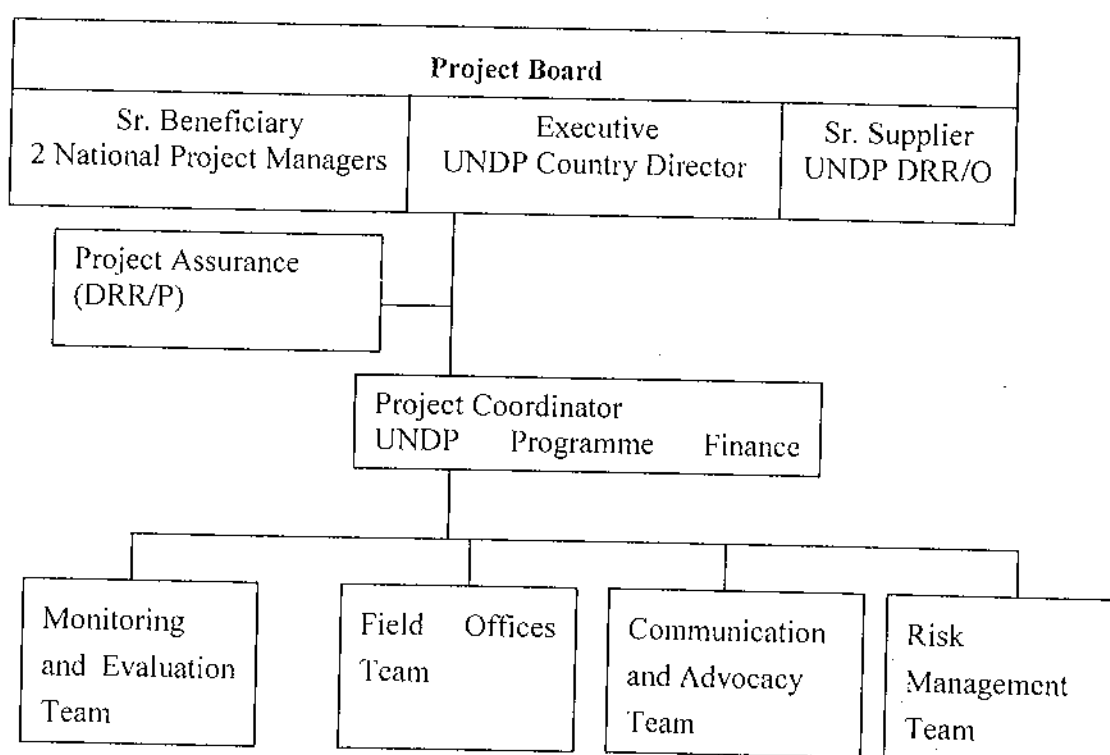
The project is designed to provide support throughout the CPAP Cycle, i.e. from January 2008 to December 2010. The project will be reviewed at the end of each year and revised as appropriate to ensure its on-going relevance.

The resources for the project will be made available partly by TRAC resources and partly by transfer of funds from other development projects. Each development project has a budgetary provision for monitoring and evaluation, security and communication in the Annual Work Plan. The budget earmarked for monitoring and evaluation, security and communication in the

development projects will be transferred to this project on the quarterly basis. The pooling of resources into one project allows the country office to effectively provide its support in the areas of monitoring and evaluation, security and communication to all development projects.

Legal Context:

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Nepal and the United Nations Development Programme signed by the parties on 23 February 1984. The host country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that Agreement.

The following types of revision of this project document may be made with the signature of the UNDP Resident Representative only, provided that the other signatories of the project document, if applicable, have no objections to the proposed change:

- Revision which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation;

- Mandatory annual revision which rephrase the delivery of the agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account of agency expenditure flexibility.

Monitoring and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- Quality criteria will be developed for each activity result upon approval of the Annual Work Plan.

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods to be defined.

- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.

- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Board through Project Assurance, using the standard UNDP report format.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these continue to support the implementation of the CPAP.

V.   Annual Work Plan – See Annex

Given the nature of this project, which will need to adapt to evolving circumstancesa and needs as the CPAP is implemented, this project document only includes the first annual work plan (2008). The project budget and resource situation will reviewed at the end of each year, at which time the next Annual Work Plan will be developed accordingly.

Annexes:
- **Annual Work Plan 2008**
- **Communications Strategy**
- **Field Monitoring Policy 2007**

ANNUAL TARGETS (Start with CPAP Annual Targets, Indicating (CPAP) in parentheses, then add additional Annual Targets)	PLANNED ACTIVITIES List all activity results and associated actions (including key M&E actions)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Sources of Fund	Budget Description	Amount
Field monitoring policy revised and aligned with CPAP; Field monitoring plans for 2008 developed and implemented; Programme monitoring conducted comprising of 250 field visit days and covering 50 districts; GSI sensitive MIS operational; Training on results-based monitoring and reporting according to POPP and Atlas requirements conducted; two donor field visits organized	**Activity Result 2: UNDP Nepal and project monitoring and evaluation functions strengthened**					UNDP	Others	Field Offices	$ 350,000
	Action:							M & E Advisory	$ 115,000
	Action:							CO Field Monitoring	$ 42,900
	Action: UNDP CO and FO staff conduct field visits							QIPS/ Monitoring & Evaluation	$ 30,300
	Action: Develop GSI-sensitive MIS system							NEX Audit	$ 20,000
	Action: Organize and conduct trainings on results-based monitoring o and reporting for UNDP and project staff								
	Action: Analyze findings from QIPSI field monitoring and prepare final report; conduct evaluation of QIPS;								
	Action: analyse field visit findings and prepare consolidated report for use by programme management								
	Action: Organize donor field visits								
	Action: Conduct Audit of NEX projects as per OAPR criteria								
Quarterly risk assessment reports prepared; six security risk management trainings conducted	**Activity Result 3: Security management support for staff safety and smooth implementation of project activities provided**					UNDP	Others	Trainings and workshops	$ 40,850
	Action: Contribute to redesign of UNDP programme portfolio by strengthening project formulation process by including elements of security as an integral part of the design (see above schedule of planned project formulations)								
	Action: Prepare comprehensive threat and risk assessments in all locations where projects and UNDP staff are present								
	Action: Design and deliver security and risk management trainings (4 Basic Risk Management Trainings in Biratnagar, Hetauda, Nepalganj and Kathmandu; 4 Advanced trainings in the same four locations)								
	Action: Conduct MOSS and MORSS assessments of UNDP offices and staff residences (With UNDP Agency Security Focal Point and ASI)								
	Action: Prepare contingency plans and update quarterly								

Annual Work Plan 2008

Award ID:
Award Title: Implementation Support to CPAP
Duration: January - December 2008

ANNUAL TARGETS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Sources of Fund	Budget Description	Amount
(Start with CPAP Annual Targets, indicating (CPAP) in parentheses, then add additional Annual Targets)	List all activity results and associated actions (including key M&E actions)								
Capacity Development strategy developed: GSI strategy developed; National Implementation Guidelines (NIG) developed; 10 New projects formulated	Activity Result 1: New programming strategies, guidelines and projects formulated					UNDP	UNDP	Sub-contracting	$ 100,000
	Action: Develop UNDP Nepal Capacity Development Strategy								
	Action: Develop UNDP Nepal Gender and Social Inclusion Strategy								
	Action: Endorse UNDP Nepal Gender and Social Inclusion Strategy								
	Action: Develop "National Implementation Guidelines"								
	Action: formulate new project's								
	Elections								
	Constitution Building								
	Access to Justice								
	MDGs & Support to the NPC								
	NAPA								
	Local Governance								
	Aid Coordination								
	SGP + UNDP								
	Water Governance								
	Green Accounting								

ANNUAL TARGETS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
(Start with CPAP Annual Targets, indicating (CPAP) in parentheses, then add additional Annual Targets)	List all activity results and associated actions (including key M&E actions)	Q1	Q2	Q3	Q4		Sources of Fund	Budget Description	Amount
							Others		
UNDP Annual Report prepared and launched; UNDP Nepal Nepali version website launched; exposure visits for journalists to UNDP projects conducted;	**Activity Result: Advocacy and communication support provided to projects and programmes**					UNDP	Others	Subcontracting	$ 54,000
	Action: Prepare and launch UNDP Annual Report		▨						
	Action: Initiate preparation of 2008 Annual Report			▨	▨				
	Action: Produce a UNDP Nepali calendar				▨				
	Action: Develop and launch Nepali version of the UNDP website		▨	▨					
	Action: Maintain and regularly update English version of the UNDP website	▨	▨	▨	▨				
	Action: Organize field visits by journalists		▨						
TOTAL:									$ 752,750

Prepared by

Approved by

Project Coordinator
Krishna Nijamand

Project Board Executive - UNDP Country Director   Date
Anne-Isabelle Degryse Blateau

UNDP
Nepal

INTER-OFFICE MEMORANDUM

To   :   All Programme Staff

From :   Ghulam M. Isaczai
            Resident Representative, a.i.

Date   :   5 July 2007

Subject: Field Monitoring Policy

As part of UNDP Nepal's on-going efforts to strengthen its monitoring and evaluation functions, I am pleased to issue the attached Field Monitoring Policy, which replaces the Field Monitoring Visits Policy of 24 August 2005, taking effect immediately.

Regards,

**UNDP Nepal
Field Monitoring Policy
1 July 2007**

Introduction

Nepal is emerging from a decade long conflict which claimed more than 13,000 lives. In February 1996, the CPN (Maoist) launched a "people's war". In 2006, following the April *Jana Andolan* ("People's Movement") which caused the sudden collapse of the king's royal rule, the CPN (Maoist) and the Government declared a ceasefire. Subsequent peace talks led to the signing of a Comprehensive Peace Accord in November 2006. In late 2006, the United Nations prepared a Common Country Assessment, and one of the most prominent themes of the assessment is how social exclusion has restricted the access of a large proportion of Nepal's population to the benefits of development. This deeply ingrained problem is caused by caste, ethnic, gender, religious and region-based discrimination as suffered by Nepal's women and girls, Dalits, Janajatis, Madheshis, people living in remote areas, people with disabilities, religious minorities and others.

In the first half of 2007, the UN agencies came together to prepare a new United Nations Development Assistance Framework, and UNDP prepared its new Country Programme Document, for the period 2008-2010. The year 2007 is thus one of transition, both for Nepal and for the UN system, as programmes are being adjusted to adapt to the new context.

In line with this transition from conflict to peace, and from the old to the new Country Programme, UNDP Nepal is developing a comprehensive framework for Monitoring and Evaluation (M & E). This framework builds on the UNDP *Handbook on Monitoring & Evaluation for Results*, the UNDP Nepal Monitoring Manual prepared in 2005, the provisions of the new UNDP Results Management Guide, the new Evaluation Policy for UNDP, the elements of the new Country Programme, and experiences to date. Field monitoring is an important component of this framework, and this Field Monitoring Policy provides specific guidance for field monitoring in Nepal. It replaces the Field Monitoring Visits Policy of 2005.

Background to the Field Monitoring Policy

In 2005, a Monitoring & Evaluation Unit was established in UNDP Nepal, and a draft UNDP Monitoring Manual, including tools and reporting formats for field visits was prepared. A Field Monitoring Visits Policy was promulgated, according to which programme staff should spend one-fourth of their time in the field. In 2006, a regional office, the Programme Office Nepalganj (PON), and three sub-offices were established in 2006, tasks of which included field monitoring.

In 2006, a Country Office Annual Field Monitoring Visit Plan was developed by identifying priority districts for visits (districts not having been recently visited and/or where specific project issues needed to be investigated) in consultation with Country Office staff. The PON developed its own field visit plan.

A review of field monitoring and reporting towards the end of 2006 revealed that actual field monitoring visits were well below target, and the quality of reporting was weak, limiting the potential for analysis, synthesis and feedback into programming.

In addition, at the end of 2006, the role of the PON and the district offices were reviewed, and their mandate changed, to give them an even greater focus on monitoring and forward looking assessments. The name of the PON was changed to Field Office Nepalganj (FON). One of the sub-offices in the Far Western region was closed, and a new Field Office in Biratnagar (FOB) opened in March 2007.

Given the experiences and changes in 2006, it is necessary to update the Field Monitoring Visits Policy with a more comprehensive Field Monitoring Policy.

What is "monitoring"?

Monitoring is defined in the UNDP *Handbook on Monitoring and Evaluation for Results* as a **continuing function to provide** management and main stakeholders of the ongoing intervention with **early indications of progress – or lack thereof – in the achievements of results.**

Why monitor?

The UNDP Results Management Guide states that, "monitoring and evaluation enhance the effectiveness of UNDP assistance by establishing clear links between past, present and future interventions and results.... Without monitoring and evaluation, it would be impossible to judge if work was going in the right direction, whether progress and success could be claimed, and how future efforts might be improved."

In the fragile post-Peace Agreement context of Nepal, monitoring is particularly important. While the Comprehensive Peace Accord has brought new optimism, excluded groups are still struggling to make their voices heard as the "New Nepal" takes shape. In this context, it is essential to carefully monitor UNDP's interventions to ensure that their designs remain relevant in the evolving context, that projects target women, the poorest of the poor and the socially excluded, that targeted beneficiaries are actually being reached and that activities and outputs respond to their priorities for development, that "connectors" are being strengthened and "dividers" weakened rather than the inverse, and that resources are being effectively and synergistically used.

In addition to monitoring the existing programme, it is important to regularly assess the changing context on the ground in present and future programme areas to provide up-to-date information for the design of new interventions.

What to monitor?

In short, UNDP should be monitoring two things: progress towards results and the context in which it is working.

Results: UNDP is now focusing on results-based management, and by extension, results-based monitoring. Results-based monitoring by UNDP staff focuses on outputs, outcomes and impacts, rather than on inputs and activities. Project staff are responsible for implementation monitoring, i.e. ensuring that activities are being carried out according to plan, and that activities are in fact leading to the intended outputs. UNDP staff should however still do spot-checking to ensure that project implementation is efficient, and that there are no irregularities.

Gender and social inclusion: in the context of Nepal, a key result of any UNDP intervention must include the reduction of inequalities between women and men, between rural and urban populations, between traditionally advantaged groups and traditionally excluded or disadvantaged groups. Monitoring at all levels must be gender and social inclusion-sensitive, and field monitoring visits should give particular attention to women and traditionally excluded groups.

MDGs: the ultimate intended result of all of UNDP's interventions is the reduction of poverty and achievement of the MDGs. Thus, one of the overarching questions of any monitoring visit should be, is this intervention helping to achieve the MDGs?

Capacity building: capacity building is at the heart of UNDP's mandate and essential for the sustainability of UNDP's interventions. As part of results monitoring, particular attention should be given to the question whether or not the activities and outputs are leading to the intended increases in capacity.

Context: in addition to monitoring progress towards results of UNDP interventions, in the post-Peace Agreement context of Nepal, it is also necessary to monitor the "context", especially in light of new emerging issues such as federalism, autonomy, and self determination as well as to identify new development needs in this volatile situation. Thus field visits should not be limited to monitoring of existing interventions in existing programme districts, but should also include special assessments, and identification of important development priorities in the areas targeted by the new Country Programme (2008-2010).

Greater detail on "what to monitor" is provided in the field monitoring tools and reporting formats in the Monitoring Manual. In addition to these standard checklists and formats, UNDP Management and the M & E Team will identify special issues to monitor or assess as the context and programme evolves.

How to monitor?

A simplistic distinction can be made between "desk monitoring" and "field monitoring". The former is an ongoing activity, which Programme Officers (POs) and Programme Assistants (PAs) carry out through careful review of requests for

payment, requests for advances, reviews of quarterly progress reports, annual progress reports and combined delivery reports against work plans, and review meetings. Assistant Resident Representatives (ARRs) carry out regular checks by logging into Atlas and reviewing risk and issues logs, communication & monitoring plans, and other reports. (These elements will be addressed in more detail in other components of the UNDP Nepal M & E Framework.)

Field monitoring visits[1] – visiting project teams in District Headquarters, consulting with district-level stakeholders such as the Local Development Officer, political party representatives, civil society, and other development partners, visiting field sites and community organizations in different VDCs - is necessary to assess the overall effectiveness of UNDP's programme on the ground, on the degree of complementarity and synergy between UNDP projects and interventions, the relevance of the project design, outputs and activities for intended beneficiaries, the degree to which women and traditionally excluded groups are included in and benefit from project activities, the quality of activities and outputs and the likelihood they will contribute to intended outcomes, and to review project management and implementation arrangements (for example, checking implementation of audit recommendations in the field).

Who should monitor?

Field monitoring must be undertaken at several levels and requires different skill sets and working environments.

Higher level monitoring, of overall effectiveness of UNDP's programmes on the ground, of progress towards output and outcomes, contributions to MDGs, ownership, sustainability, overall relevance of interventions, and "context monitoring" should be undertaken by the Resident Representative, the Country Director, Deputy Resident Representatives, Assistant Resident Representatives (ARRs), Advisors, Programme Officers and Field Office staff. Country Office staff will focus more on programme and project monitoring, whereas Field Office staff will focus more on context monitoring and coordination issues, while also monitoring a portfolio of projects.

Activity and output monitoring should be undertaken, both through desk and field monitoring, by Programme Officers.

Implementation and financial monitoring should be undertaken by Programme Associates and the Programme Finance Analyst. There will naturally be overlaps between these types of monitoring, with Programme Associates able to monitor

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[1] Within the dichotomy "desk monitoring" and "field monitoring", monitoring visits to project sites and central level beneficiaries to assess progress towards results (e.g. a visit to the National Planning Commission to assess the effectiveness of support to the Poverty Monitoring and Analysis System) could be considered "field visits". However, monitoring of progress towards results with central level partners generally takes place through regular contacts and other monitoring activities (such as steering committee meetings), and "field monitoring visits" (which would result in a "field monitoring visit report") are not absolutely necessary. Field monitoring visits are understood in this policy to be visits to project sites not regularly visited during other monitoring activities, and are in most cases outside of Kathmandu.

project activities, and Programme Officers and ARRs also checking on implementation issues.

Special issues may be investigated by any relevant Country Office or Field Office staff.

It is to be noted that many projects have their own monitoring officers. They focus primarily on implementation monitoring, and activity/output monitoring, reporting to the programme managers.

Field monitoring visits should also be periodically undertaken with Government counterparts. It is also recommended, as part of the programme resource mobilization strategy, to invite donor representatives on field visits (although it is necessary to distinguish a field visit intended primarily to showcase projects from field *monitoring* visits.)

Where should UNDP monitor?

UNDP is now present in all 75 districts, with VDC coverage ranging from 2 VDCs in a district (e.g. Ilam) to 53 VDCs (Baitadi). In principle, if UNDP is present in a district, UNDP should visit the district *at least* once a year, and visits should not be limited to district headquarters. Each time a district is visited, staff will ensure that different VDCs are covered, unless follow-up of a specific issue is required.

The Country Office will take principal responsibility for monitoring in Western and Central Regions, although Country Office staff will visit districts in the other regions as required. The FON will be responsible for covering Banke, Bardia, Kanchanpur, Kailali, Jajarkot, Surkhet, Dailekh, Kalikot, Mugu, Humla, Jumla, Dolpa. The Dadeldhura Sub-Office (SOD)will cover Dadeldhura, Bajhang, Bajura, Darchula, Baitadi, Accham, and Doti. The Pyuthan Sub-Office (SOP) will regularly monitor in Pyuthan, Rolpa, Rukum, Dang, and Salyan. The Field Office Biratnagar will oversee the Eastern Region.[2]

The first criterion to be used in developing the annual and quarterly monitoring plans should be whether or not a district was visited in the past year (or two). If it is not possible to visit all of the districts in a year, priority should be given to districts with wide VDC coverage (e.g. Accham or Darchula, in 2007) as well as districts with a large number of different projects.

The second criterion should emerge from the regular desk monitoring: project sites or districts where there are particular risks or issues, or anomalies in reports that require investigation.

A third criterion should be the nature and sensitivity of the project. Any new peace-building projects or pilot projects should be carefully monitored to ensure that the activities are producing the intended results, and not leading to unintended negative results.

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[2] As of June 2007, there was only one staff member in Biratnagar, and unless and until staffing is increased, the CO will also need to monitor in the Eastern Region.

Other criteria will emerge from the evolving political and development context, and the need for information for the formulation of new projects.

How to ensure that monitoring actually takes place?

UNDP Senior Management is committed to improving UNDP monitoring. Management will strive to minimize vacant positions in the Country Office to allow staff the flexibility and time to undertake field visits.

Each ARR, Advisor and PO is required under this new policy to undertake at least one "comprehensive" field monitoring visit[3] (assessing overall effectiveness of UNDP's programmes on the ground, progress towards output and outcomes, contributions to MDGs, gender & social inclusion, and overall relevance of interventions, plus any relevant specific issues) to a district or cluster of districts. This would include a visit to all of the project offices in district headquarters, and one or two field sites for each project (recommended minimum 5 days in the district/cluster) during the year. This would be in addition to regular, project-issue based monitoring visits. These visits should be conducted in teams to promote learning, cross-fertilization and knowledge sharing.

Country Office Programme staff are expected to spend an average of 12 days in the field (i.e. outside of Kathmandu/Lalitpur), to be adjusted in consultation with the supervisor according to the staff member's portfolio. These 12 days would include the above-mentioned comprehensive visits. Annual targets for total programme staff field visit days will be calculated based on the number of programme staff.

Field Office staff are expected to spend much more time in the field. The FON Monitoring and Evaluation Officer, Sub-Office Coordinators and Gender and Social Inclusion Officers, should spend approximately 40% of their time in the field (on average 8.5 days per month or 85 days per year). The FO Coordinator, Programme Analyst, and Programme Associate should spend 30% of their time on field monitoring (average 6.5 days per month, or 65 days per year). Each visit to a district should include interactions with all projects in the district, with relevant district level stakeholders and development partners, as well as visits to at least one or two field sites for each project.

It is recommended that field monitoring visits, including a commitment to one or more comprehensive visits, be incorporated in staff members' RCAs or PARs.

In addition to these targets, Field Monitoring Plans will be prepared. The Annual Monitoring Plan will provide the framework for operational, quarterly field monitoring visit plans. The Annual Plan will identify the major themes and cross-cutting issues to be assessed during the year, priority districts (e.g. not visited in the previous year, or where issues requiring follow-up were identified in the previous year), priority projects (e.g. to ensure pilot projects are leading to intended results, or projects scheduled to close are implementing exit strategies

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[3] It should be noted that "field visits" are not necessarily "field monitoring visits" – for example, attending the inauguration of a training programme in district headquarters would not in and of itself constitute a field monitoring visit.

on schedule or to gather lessons learned for a successor project prior to arrival of a formulation mission), clusters of districts to be visited according to the seasons, and updated targets (e.g. for the total number of staff field visit days).

Based on the Annual Plan, operational Quarterly Field Monitoring Plans will be prepared by the Country Offices and the Field Offices for their respective areas. As any field visit plan has to be flexible, a new intranet based tool will be introduced (replacing the "Rolling Monitoring Plan (ROMOP)") to provide up-to-date information on planned visits and their status.

What to report?

The Monitoring Manual includes three main types of monitoring checklists and corresponding report formats, to assist in analyzing information and determining what to report.

1. **Project monitoring.** The checklist is designed using five "filters": relevance, efficiency, effectiveness, potential sustainability, and safe and effective development, and the report format reflects these same categories. This checklist and report format should be used to monitor and report findings pertaining to projects, with one report per project visited. Progress towards gender equity and social inclusion, attainment of the MDGs, and genuine capacity building should be assessed through these filters as well.

2. **Area based monitoring.** The checklist and format are designed to guide questioning and reporting on the overall development issues in a given area, such as a district.

3. **Special issues.** There is no pre-designed checklist, as checklists will be designed to assist in the investigation of special issues (for example, social inclusion or localized conflicts/tensions).

In order to ensure consistency, reports should include:

- A first, standardized summary page with key information, key recommendations and any "red flags" that need to be followed up on by the Country Office, which will be used by the M & E team to log recommendations, channel reports to potential users, and to archive the report for future referenced

- Approximately two pages of key findings and analysis which will feed into higher level analyses and trend analyses

- Annexes with more detailed reporting for specific audiences (such as specific issues for the project management teams to follow-up on)

A single field monitoring visit may generate information that needs to be reported in separate formats, as different types of information will feed into different analyses, and need to be archived in different places (e.g. project reports linked to project information sheets, and area-based information linked to districts) for easy retrieval and future use.

It may be necessary to prepare and submit confidential reports on specific, sensitive issues (such as corruption or harassment), for which there is no specific format.

Where to send the reports?

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                    ┌─────────────┐
                    │   DRR/TLs   │
                    └─────────────┘
                           ▲
                    ┌─────────────┐
                    │   UNDP CO   │
                    │  M&E Team   │
                    └─────────────┘
             ▲         │         ▲
       ┌──────────┐         ┌──────────────────┐
       │ CO Staff │         │  FO Coordinator  │
       └──────────┘         └──────────────────┘
                          ▲              ▲
                    ┌─────────┐    ┌─────────┐
                    │   FON   │    │   FOB   │
                    └─────────┘    └─────────┘
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         ┌──────────────┐  ┌──────────────┐
         │  Sub-office  │  │  Sub-office  │
         │  Dadeldhura  │  │   Pyuthan    │
         └──────────────┘  └──────────────┘
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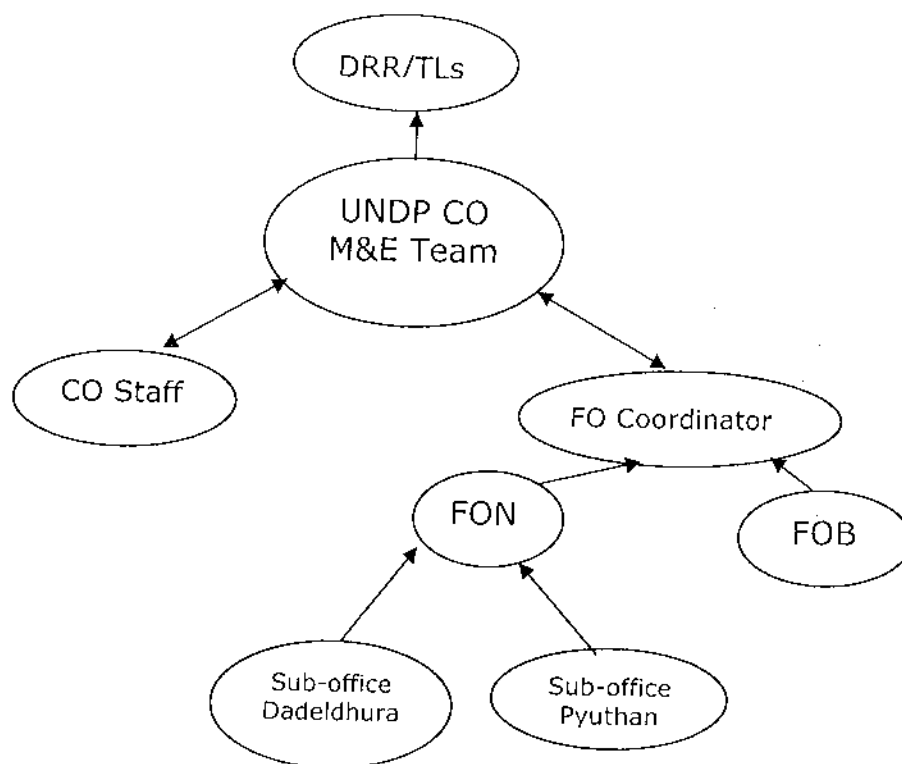
As a general guideline, field monitoring visit reports should be prepared and submitted within a week of the field visit.

Reports by Country Office staff should be submitted to the supervisor (e.g. a PA should transmit to the supervising PO, a PO to the ARR, and to the M&E Team.

In the case of Field Office Staff, field monitoring reports will be submitted to the FO Coordinator, who will submit monthly reports, with the field monitoring reports annexed, to the DRR(P) and the Country Office M & E Team. In the case of specific issues requiring immediate action, the FO Coordinator will send the report directly to the M & E team. In all cases, the M & E team will disseminate the reports within the CO as appropriate.

What happens to reports?

The CO M & E Team receives, disseminates, analyzes and archives all field visit reports. M & E will transmit reports on project implementation issues received from the Field Offices to the relevant ARR and programme officer for action, and will archive all such reports received in the Comp@ss, linked to the project sheet. M & E will not focus on analysis of specific project implementation issues.

Project-focused results-based monitoring reports will be shared with the relevant ARR and Programme Officer. If Country Office staff conducts the visit, the staff will do a brief presentation in PSM on key findings. Programme Officers are responsible for ensuring that recommendations in project-specific reports are implemented, and that relevant risks and issues are logged in Atlas. All project reports will be archived in the "Comp@ss", linked to the relevant project sheets, and to the "districts" page.

"Area-based" or comprehensive field visit reports covering more than one project will be shared with the Team Leaders and relevant POs, and will be archived in the "Comp@ss", linked to the "districts" page.

M & E will transmit reports prepared by CO staff on visits to districts under the responsibility of the FOs to the relevant FO.

Reports on special issues will be disseminated as appropriate to the issue, and linked to the Comp@ss.

The M & E Team, in collaboration with the Field Office Coordinator, will on a quarterly basis analyze and synthesize the results-oriented and "area-based" reports and share findings and recommendations with the Team Leaders group for action and the PSM for information. M & E will maintain a log of key recommendations and follow-up actions, and share regularly with the Team Leaders group. In addition, in consultation with the DRR(P), presentations will be made periodically at the "UNDP-NPM/NPDs meetings" and other meetings as deemed appropriate, by the M & E team or other programme staff. ARRs and Programme Officers, will, as necessary, organize other interactions with field monitors, NPDs, NPMs and project staff to further disseminate and discuss findings of field visits. ARRs will also ensure that relevant project field monitoring reports, once reviewed within UNDP, are transmitted to the NPDs.

Review of the Policy

This policy will be reviewed in the first half of 2008 to assess results in 2007, and the policy will be revised as necessary to incorporate lessons learned and to adapt to any changes in context.

Promoting equality for human progress in Nepal

2008 Communications Plan

INTERNAL USE ONLY

(Sangita Khadka Bista)

Executive Summary

Inequality lies at the heart of Nepal's bitter 10-year old conflict. Through its programmes and projects, the United Nations Development Programme (UNDP) has sought to address social exclusion, inequalities such as the gaps between rich and poor, men and women, or between those living in rural and urban areas.

Under the banner of: *Promoting equality for human progress in Nepal,* UNDP is well placed to support national decision-makers, civil society, community groups, in partnership with the international community and the United Nations Country Team in actions to rebuild the nation. UNDP prides itself to be a knowledge generating and knowledge sharing organization. As such this communication strategy has two key objectives;

A. External Communication: To significantly increase understanding and reporting back on the impact of UNDP' contribution to Nepal's development and to expand the development dialogue among targeted audiences through media advocacy, publications, website, advocacy papers and special events.

At the same time, an up-scaling in the quality of reporting to donors, UNDP will boost donor confidence in the organization and facilitate resource mobilization.

The momentum gained as a result of these advocacy efforts coupled with a public information campaign aims at;

1. Contributing to the peace stabilization process by sharing tangible results for the people of Nepal, especially the poorest, marginalized and excluded.

2. Boosting interest on peace-building initiatives managed by UNDP by creating a database of knowledge.

3. Enhance the organization's capacity to share knowledge in house, in country with UNDP's network and with the larger public.

B. Internal Communication: At the Country Office level, this work will help the organisation enhance its capacity to take stock of its achievements in a more structured way.

In parallel, significant increase in communication between units and divisions will foster and promote teamwork and more effective work methods.

Table of Contents

Statement of Problems and Opportunities

One out of every three Nepalese live in poverty; today the nation is among the poorest in the world (UNDP, 2004). Deep inequalities along caste, regional and ethnic lines have given rise to conflict. Since 1963, the United Nations Development programme (UNDP) has been the UN's largest provider of development assistance to Nepal, raising international support, delivering technical and policy advice to Government and civil society. The decade long conflict between the Maoists and the government hampered development activities to a great extent. Even after the peace process began, the country has not been able to solidly focus on development activities due to the unsettled political situation and the continuing Terai unrest that threatens the development progress made over the years.

Problem: As the political situation worsens it becomes increasingly important that development is not ignored. Development work needs to be continued to help the people expand their livelihood opportunities. Usually the media or the fourth organ of the state remains focussed on politics and little is covered on development activities.

Opportunity: UNDP is the campaign manager for the Millennium Development Goals. The Millennium Development Goals Initiative (MDGI) is a new initiative to support the macro level policies of the government. UNDP is also planning to assist the National Planning Commission revise the Millennium Development Goals Needs Assessment Report launched in 2005.

Problem: In the past year, the focus of the government has shifted from development to political. Conflict has overshadowed development initiatives. Hence donors have been sceptical to invest money in Nepal for development activities.

Opportunity 1: UNDP's development programmes at the community level are very tangible to the people and contribute to enhancing their livelihoods. Providing visibility to the Quick Impact Programme is important as this can be the quickest source of reaching the communities for quick wins like having physical infrastructures, quick income generating programmes and skill development trainings. It is very important that UNDP by advocating its work in the field raises confidence of the donors and attracts more funds.

Opportunity 2: UNDP could win greater donor confidence and significantly boost funds for new initiatives by advocating about the ongoing support to the Peace Process (registration and verification, Participation for Peace Building,, Constitution Advisory Support Works). Here UNDP can link to advocate its development activities with recovery activities.

Problem: Environmental issues are being neglected. Nepal is one of the countries seriously going to be affected by climate change due to melting of glaciers, the Tsho Rolpa Lake being a burning example.

Opportunity: It is becoming increasingly important to raise awareness of the people in all the sectors including the media. The Human Development Report 2007 on Climate Change can be a very useful tool for UNDP to advocate about environmental concerns.

Goals and Objectives

Goal One: Broader advocacy on the Millennium Development Goals
Objective: Broader advocacy on the MDGs will act as a pressure on the government to fulfil its commitment to achieving the MDGs.

Goal Two: Increased knowledge about the impact of UNDP's work at the community level
Objective: UNDP despite the unstable situation works at the grassroots to change people's life for the better.

Goal Three: Increased donor support for UNDP
Objective: To build confidence in UNDP for better and effective resource mobilisation

Goal four: Some new actions taken to address climate change
Objective: To increase understanding and articulation of climate change trends and impacts and mitigation and adaptation options.

Goal five: To promote one UN agenda as a part of UN *reform.*
Objective: UNDP support to the UN System for joint advocacy

Goal six: New knowledge captured and disseminated broadly and a knowledge database prepared yearly.
Objective: Information capture system put in place along with the production of a number of knowledge pieces each year and a clear dissemination strategy established.

Targeted audience profiles

This strategy seeks to strengthen UNDP's existing partnerships, while also expanding political and financial support for the organization's activities and concerns from non-traditional sources (e.g. private sector). The strategy also seeks to strengthen in house communication. Therefore, the following audiences are targeted:

Representatives of donor countries, embassies:

- o *Demographics:* Senior diplomats, peers
- o *Psychographics:* Highly educated, interested in Nepali/ international politics.
- o *Influencers :* colleagues, Nepali change agents
- o *Media sources:* The Kathmandu Post, The Himalayan, The Rising Nepal, Radio Nepal, Nepal television, FM stations, Kantipur TV, CNN, BBC, All India Radio, CNBC, AFP, AP (all leading national dailies, weeklies, radio and TV)

Senior civil servants/ national decision-makers:

- o *Demographics:* Men and Women, university educated, living in districts and urban centres.
- o *Psychographics:* Often conservative, value tradition, partly affected by conflict.
- o *Influencers:* Peers, family, religious communities
- o *Media sources:* The Kathmandu Post, The Himalayan, The Rising Nepal, Radio Nepal, BBC Nepali Sewa, Nepal television, FM stations, Kantipur TV, CNN, BBC, All India Radio, CNBC, AFP, AP (all leading national dailies, weeklies, radio and TV)

International staff of development and relief agencies:

- o *Demographics:* Highly educated men and women, middle-level management, living in various Nepalese urban centres.
- o *Psychographics:* Idealistic, widely travelled.
- o *Influencers:* Family, Nepali change agents, colleagues, friends.
- o *Media sources:* The Kathmandu Post, The Himalayan, The Rising Nepal, Radio Nepal, BBC Nepali Sewa, Nepal television, FM stations, Kantipur TV, CNN, BBC, All India Radio, CNBC, AFP, AP (all leading national dailies, weeklies, radio and TV)

Business community leaders:

- *Demographics:* urban men/women, university educated, living in different urban areas, municipalities and Kathmandu, diaspora
- *Psychographics:* Interested in careers, social life, luxury goods, travel, business adversely affected by conflict.
- *Influencers:* Family, peers, colleagues
- *Media sources:* The Kathmandu Post, The Himalayan, The Rising Nepal, Radio Nepal, BBC Nepali Sewa, Nepal television, FM stations, Kantipur TV, CNN, BBC, All India Radio, CNBC, AFP, AP (all leading national dailies, weeklies, radio and TV)

Members of UNDP-supported Community Groups

- *Demographics:* Rural men and women, illiterate, living in isolated villages throughout Nepal.
- *Psychographics:* Family-orientated, directly affected by conflict.
- *Influencers:* Family, friends, religious communities, social mobilizers.
- *Media sources:* Radio Nepal, Local Newspapers, Community Radio, FM

Change agents

- *Demographics:* Urban men and women, religious leaders in districts
- *Psychographics:* Committed to social/ political change, peaceful means.
- *Influencers:* Peers, family, friends, international community, Diaspora.
- *Media sources:* The Kathmandu Post, The Himalayan, The Rising Nepal, Radio Nepal, BBC Nepali Sewa, Nepal television, FM stations, Kantipur TV, CNN, BBC, All India Radio, CNBC, AFP, AP (all leading national dailies, weeklies, radio and TV)

Universities and Research Institutes

- *Students*
- *Youth*

Other UNDP Country Offices

- Colleagues
- Knowledge networks
- Practice Area Newsletters

Nepal Country Office––

- *Colleagues in Programme and Operations*
- *Colleagues in other UN agencies*

Media Characteristics (still in the process of updating this..

To reach the targeted audiences, the following national and international media will be engaged through press releases, backgrounders, fact sheets, special events and interviews:

Change agents, Business community, UNDP staff:

- The Kathmandu Post, English Daily (circulation: 12,000)
- Himal Magazine, English fortnightly (circulation: 10-12,000)
- Radio Sagramatha, Nepali (10 million listeners)
- BBC Nepali service, Nepali (8 million in Nepal)
- BBC world, and world service radio, English (unknown)
- Kantipur private television, Nepali (1 million)
- The Himalayan, English Daily (15,000)
- The Kantipur, Nepali Daily (200,000)
- Samacharpatra, Nepali Daily (55,000) – popular with business community
- Kantipur FM (6 million listeners)
- Gorkhapatra, Nepali Daily (73,000)

Donors and international staff

- BBC world, and world service radio (unknown)
- International wire services (AFP, Reuters, AP)
- Correspondents based in Delhi (Guardian, Economist, New York Times).

Senior civil servants and decision makers

- The Kathmandu Post
- The Himalayan Times
- The Rising Nepal , English Daily (circulation: 50,000)
- Radio Nepal (throughout Nepal)
- Nepal television (throughout Nepal)
- Channel Nepal, Nepali (30 countries, including Gulf States)

Community groups

- Nepali Private and Community radio stations (70% of Nepalese population)
- BBC Nepali Sewa (8 million in Nepal)

Themes and Strategies

Under the thematic umbrella of *equality for human progress*, UNDP seeks to engage: government, change agents, donors, the private sector, staff and community groups to better understand the need for investing in development activities and quick gains for the communities aimed at positively transforming the situation.

The contribution of UNDP to development and the Peace Process will significantly benefit from the momentum generated by the media advocacy through 4-5 significant national level events such as; 1. Production and promotion of the 2008 National Human Development Report, 2. Dissemination of the MDGs Needs Assessment Report, 3. Organise a national level event on the International Poverty for the Eradication of Poverty and 4. Organise a debate/Interaction on Climate Change and launch a Regional Asia Pacific Human Development Report on Corruption.

Donors will be encouraged to take action by supporting the new bundle of projects UNDP is developing to address post conflict situation. To boost donor, and other development partners' confidence in UNDP, a well articulate image, explaining the organizations impacts and aims will be presented through: Newsletters, a high-quality Annual Report 2008, regularly updated website, and improved progress reports; with communication to partners emanating only from the central office in Kathmandu, workshops and conferences.

Meanwhile, through field visits of journalists, exclusive interviews and press conferences, UNDP will constantly update the media. Documentation in both English and Nepali will be done to reach a larger audience especially by creating a Nepali website (from the existing English version) and documenting Nepali publication also.

Tactics (goal by goal)

Goal One: Broader Advocacy of the Millennium Development Goals

1. Launch and Disseminate the MDGs Needs Assessment Report
2. Organize MDGs workshops at the district level to align the District Level Millennium Development Goals with the periodic plans.
3. Work towards producing more district level Millennium Development Goals to give continuity to the five reports (of five districts) which have been already produced.

Goal Two: Increased knowledge about UNDP's work at the community level

1. Field Visit of Journalists (at least 2) to Quick Impact Programme sites
2. Publish success stories on newsletter, websites
3. Increased coverage of UNDP programmes at the grassroots in the media
4. Produce advocacy materials in the form of a Nepali Calendar
5. Provide trainings to project officers on reporting success stories
6. Creating a Nepali website (based on the existing English website of UNDP Nepal)

Goal Three: Increased donor support for UNDP

1. Launch NHDR 2008 and organise advocacy events around the launch to steer debate
2. Regularly update the progress on UNDP support to the Peace Process including reintegration in the website and newsletters
3. Production of UNDP Annual Report 2007
4. Organize joint field visits
5. Regular donor reporting
6. Publish UNDP brochure

Goal four: Some new actions taken to address climate change

1. Organise debate/interaction on climate change for College Youth, Academia
2. Organise debate/Interaction on climate change on TV for academia, media, and environmentalist
3. Special event on climate change with the First Inclusive Women Sagarmatha Expedition (FIWSE)
4. Organise events with the NGOs working in the environment sector (such as partners working with GEF/Small Grants Programme)

Goal five: Organise special events on International Days to promote development issues and agenda

1. Celebrate International Days through exhibition, symposium or workshop (24 Oct. UN Day, March 8 International Women's Day, 21 September International Day of Peace etc.)
2. Reward and Recognition for field staff such as Social Mobilisers on the occasion of IDEP (17-24 Oct.)
3. Launch of Asia Pacific Regional Human Development Report on Corruption
4. Launch of NHDR 2008
5. Launch of Global HDR 2008

Goal Six: New knowledge captured and disseminated broadly and a knowledge database prepared yearly.

1. A documentation site established in the intranet for English and Nepali publication (work with the Knowledge Management team to enhance COMPASS)
2. In house talk programme organised
3. Lessons learnt and best practices documented in the website

Timeline 2008-2009 first quarter

Goal One: Broader Advocacy of the Millennium Development Goals

Activities	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.
Launch and Dissemination of MDGs Needs Assessment Report				▬								
Organise workshop at the district level to discuss the alignment of MDGs with the periodic plan			▬									

Goal two: Increased knowledge about UNDP's work at the community level

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.
Field Visit of Journalists to Quick Impact Programme Site			▬▬									
Update news on QIP on UNDP website and newsletters	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Produce a Nepali calendar					▬							
Special feature (at least 4) on UNDP Development Programmes in national Newspapers			▬			▬		▬			▬	
Training to project staff on reporting success stories					▬							
Nepali website			▬▬▬▬▬▬▬▬▬▬▬▬									

Goal Three: Increase d donor confidence in UNDP

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.
Launch of NHDR 2008										▬▬		
Update the news on website and newsletters	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Publish UNDP Annual Report 2007 (March-April 2009)				▬								
Exclusive Interviews (Vocational training, international day celebrations)									▬▬			
Publish UNDP brochure							▬					

Goal Four: Increase awareness and Information on climate change to increase understanding and articulation of climate change

Organise debate on climate change for college youth		▬														
Organise Interaction for academia, media and environmentalist on Television							▬									
Organise a special programme with First Inclusive Women Sagarmatha Expedition (FIWSE)															▬	

Goal Five: Organise special events on International Days to promote development issues and agenda

International Women's Day			▬													
International Day for Eradication of Poverty												▬				
United Nations Day																
NHDR 2008 launch											▬▬▬		▬			
Global HDR launch (tentative)														▬		
Asia Pacific Regional HDR launch on Corruption		▬														

Goal Six: New knowledge captured and disseminated broadly and a knowledge database prepared yearly (coordinate with Knowledge Management Team)

Lessons learnt and best practices captured	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬															
Nepali Documentation in Intranet	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬															

Budget (all costs given in US$)

Item	Description	Cost (US$) and Source of Fund
Goal One: Broader Advocacy of the Millennium Development Goals		
Launch and dissemination of MDGs Needs Assessment Report	The MDGs Needs Assessment Report 2005 is being revised, the revised report will be published in the first quarter to be able to guide the government on the gaps to achieve the MDGs.	2000 (Project fund)
District level workshop on MDGs (at least in 3 districts)	The workshop is aimed at stirring a debate about MDGs at the district level to be able to align the district level MDGs with their periodic plan	8,000 (Project fund)
	Sub-Total:	**10, 000**
Goal Two : Increased knowledge about UNDP's work at the community level		
Nepali Calendar 2065 (1000 copies)	Advocacy material	4000 (project and XB)
Photographer for the calendar	Hire a photographer to take high quality pictures for the calendar and Annual Report	5000 (project and XB)
Corporate video (10-12 minutes)	Scripting, filming, Production and post-production	11,000 (XB)
Folder (5,000)	Design, printing	1,000 (XB)
Field visit of journalists (2 to 3 times)	At least 3 days and two nights field visit in eastern and central region	10,000 (XB)
Training to project staff on reporting success stories		2,000 (XB and Project)
Nepali Website	For local people to understand about how UNDP works in Nepal	5000 (XB)
	Sub-Total:	**38, 000**
Goal Three: Increased donor confidence in UNDP		
Item	**Description**	**Cost**
Annual Report 2008 (1,000)	Design and printing (outsourced) in full colour, 50-60 pages	8000 (XB)
Editor hiring	Editing, advise on layout design	10,000 (XB)
Designers for website	Layout and design, updating the links	3500 (XB)
UNDP Brochure	Content, layout and design and Printing (Outsource)	10,000 (XB)
	Sub-Total:	**31500**

Goal Four: Some new actions taken to address climate change trends and impacts and options for mitigation and adaption

Debate/Orientation for college students	To broaden the knowledge about climate change issue	2,500 (Project Environment)
Interaction Programme on Television with environmentalists, academia (at least 2)		3,000 (Project Environment)
Advocacy programme on Climate change with FIWSE	First Inclusive Women Sagarmatha Expedition	2,500 (XB)
Joint Programme on climate change with govt (relevant ministry)		1,000 (Project Environment)
	Sub-Total:	**9000**

Goal Five: Organise special events on International Days to promote development issues and agenda

Launch of NHDR 2008		2500 (project)
Follow-up workshop on NHDR with the media		2500 (project)
Commemoration of IDEP (Reward and Recognition)		4000 (XB)
Global HDR launch		2000 (project)
	Sub-Total:	*11,000*

Goal Six: New knowledge captured and disseminated broadly and a knowledge database prepared yearly

Substantive and Managerial Support

Translation services	From English to Nepali as required	3500 (XB)
Field trips of Communications unit	DSA, Communication, driver services, vehicle, radio, airfares	12,000 (XB and Project)
	Sub-Total:	*15,500*
	Grand Total:	**1,15,000**

Evaluation

To evaluate the impact of the activities undertaken the following indicators will be used:

Goal One: Broader Advocacy of the Millennium Development Goals

- Increase in newspaper articles covering resources required for MDGs, achievement of MDGs,
- MDGs aligned with periodic plan of districts (at least 3)

Goal two: Increased knowledge about UNDP's work at the community level

- If percent of partner happy with the information they receive from UNDP rises above 70% by January 2009.
- Increase in resources and donor contribution to UNDP programmes

Goal Three: Increased donor support for UNDP

- Increased coverage of UNDP community level programmes in the local media (at least 8-10 quality coverage)

Goal four: Some new actions taken to address climate change

- More coverage in media on climate change issues
- NGOs encouraged to raise awareness on climate change issues themselves
- Initiatives from government to raise awareness on climate change issues
- Government officials speaking on climate change issues

Goal Five: Organise special events on International Days to promote development issues and agenda

- Increase in Joint UN advocacy programmes
- Increase of public participation in UN joint programmes
- Reward and recognition

Goal Six: New knowledge captured and disseminated broadly and a knowledge database prepared yearly (coordinate with Knowledge Management Team)

- A library established in the intranet for English and Nepali documentation
- Enhancing the compass for broader documentation

Local Project Appraisal Committee (LPAC) Meeting
For Implementation Support to CPAP (ISCAP)
Monday 3 March 2008
UNDP conference room

Minutes

Participants

Ghulam Isaczai, UNDP- Chair
Vijaya Singh, UNDP
Sangita Khadka, UNDP
Suneel Lama, UNDP
Heather Bryant, UNDP

Lalita Thapa, UNDP
B.P. Lekhak, Ministry of Finance
Krishna Nijanand, UNDP
Dharma Swarnakar, UNDP

Item tabled

LT and KN presented draft ISCAP project document to the LPAC for endorsement.

Discussion

Points raised during discussion:

- GI indicated that the management arrangement section should state how the project will be funded in a separate paragraph. He further noted that there should be provision for annual review and revision of the project.
- A request was made for the analysis of how much will be recovered from the projects.
- VS requested if this project can fund Green Circle initiative of the country office. GI clarified the budget should come from the country office budget.
- There was a need for the field offices to prepare a budget for 2008 and submit progress reports periodically.
- It was realised that each component of the AWP will come with the detailed work package.

Decision

The LPAC approved the project document subject to incorporation of DRR/P's suggestions.

Heather

Dear Ghulam,

Further to our discussions Friday, I have revised the ISCAP project document, and I will provide two hard copies – one "annotated" where I have highlighted in yellow new text or changes, and a clean copy for signature if no further changes are needed. The electronic copy is attached hereto (and can be viewed in "final" or "final with markup" mode). I have redone the Annual Work plan to put in more detail – I hope this will suffice.

I have incorporated Sangita's Communications Plan as an annex, along with the Field Monitoring Policy 2007, on which the field monitoring costs were calculated; the text refers to revising the field monitoring policy.

I will also give you hard copies of Suneel's more detailed annual work plan, as well as our M & E work plan (actually still draft, in that Dharma and I need to discuss some things with you and Lalita) – I don't think these should be officially annexed to the project document, as they do not perfectly reflect the Annual Work Plan 2008, but you can use them as supporting docs in your discussion with AIB.

Some remaining issues:

1. Budget – see the box on the cover page. I put a total of $1,700,000 per our discussion with Krishna Friday, but when looking at the Project Document Template, I was then unsure if we should put all as "allocated" or just put the regular ($200,000) since presumably we would want to block the full amount, even though only $100,000 is planned for 2008, plus the "others" already budgeted for 2008 since we are reasonably confident we will generate these resources, with the remaining to come from "others" in 2009 and 2010 under "Unfunded budget", since this is less sure.

2. Related to this is the amounts in the RRF – since we have decided the project should already be for the full CPAP period, we would need an RRF that reflects that. I have therefore done some very quick and dirty calculations to come up with four figures (for the four components) that add up to $1,700,000. (See "calculations sheet" – I put an additional $50,000 in 2009 and 2010 under formulations, used approximately the same figures for security and communications for each year, and diminished the M & E budget a bit for 2009 and again for 2010, to come up with the right total. Please advise if this is the approach we should take, or if we should go back to the "funded" figures for 2008 for the RRF. (Note that the figures are quite arbitrary.)

3. Note that the RRF is rather incomplete – in theory, we should have a detailed RRF for a project outside the CPAP for the full 3 years, but given the amount of time we have at hand, this would be tedious, and especially if I do it by myself, artificial. I propose we leave it as it is, given the nature of the project. We can always do a revision, e.g. when we have a new "vision" document for M & E and the FOs.

4. Since we agreed we would just put one AWP, the one for 2008, I added a paragraph in the AWP section to "justify" why there is only the one AWP.

5. I redid the Project Board as we discussed, but on reflection, it seems a bit odd to have you as project assurance, and to have Operations in the Board, where Operations could contribute to deciding whether or not our project should continue, whereas you are only assurance, and not a member of the Board. What is Operations "supplying" in this case? Also, in reality, you will be involved in the management of the project – project formulation, decisions about field offices, monitoring strategies, etc., are all going to involve you – so you really shouldn't be "assurance". If we are jumping through hoops to ensure we have no problems with auditors, perhaps we should consider this one again? However, I of course don't want to delay this any further, so I leave this up to you and/or AIB.

I hope we can quickly resolve any remaining issues Monday morning (I will be in by 8:30)!

With best regards,
Heather

Heather Bryant (Ms.)

Monitoring & Evaluation / Knowledge Management Officer
Monitoring & Evaluation Unit
United Nations Development Programme
UN House, Pulchowk
G.P.O. Box 107
Kathmandu, Nepal
heather.bryant@undp.org
Tel: +977-1 5523200 ext. 1007

Monitoring & Evaluation Team
Support to Effective Implementation of the CPAP
Strengthen monitoring and evaluation for results

"Outputs"	PLANNED ACTIVITIES	Links / Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	Amount (to be checked)
Annual Review & "ROAR" (2007)	Prepare discussion note for Annual Review	Completed	x												Heather			CO		
	Compete "ROAR"	Completed	x												Heather	2%		CO		
Monitorable Annual Work Plans, aligned with CPAP	Review AWPs from perspectives of results-orientation & alignment of CPAP	Completed	x												Heather/ Dharma	1%	1%	CO		
Expanded CPAP M & E Framework	Expand M & E Calendar into actual calendar/work plan	Initiated			x										Heather					
Baseline: CPAP M & E Framework; draft Indicator Protocol Sheets	Finalize CPAP indicator Protocol Sheets and link all elements of CPAP M & E to "UNDP Nepal M & E System", with explanatory notes						x													
Indicator/Target: CPAP Indicator Protocol Sheets & UNDP Nepal Guidelines for CPAP M & E added to intranet	Provide guidance during development of baseline studies								x	x	x									
	Support preparation of First Annual CPAP Review - summaries of results	(division of labor within PM/M&E Unit?)							x	x	x					15%	5%	CO		
Contributions to strategy development and project formulations	Participation in UNDAF M & E Group / contribution to preparation of UNDAF Annual Review	Support to CPAP/UNDAF decisions ongoing on an as-needed basis																		
	Contribute to project M & E frameworks during formulation, check compliance of new projects with M & E guidelines	ISCAP Activity 1 and Management Result 1 - Output "new projects formulated and approved under the CPAP..." ongoing - timing depends on project formulation calendar																		
Strategy: 4-5 existing projects contributing to CPAP	Contribute to the Capacity Development Strategy to ensure that M & E is mainstreamed	ISCAP Activity 1 and Management Result 2 - Output "A CD & GSI strategy ... approved" timing depends on development of CD strategy													Heather & Dharma	20%	10%	ISCAP	Advisory Services (HB)	$ 23,000
Indicator: Number of new projects with M & E frameworks aligned with CPAP M & E Framework; Capacity Development Strategy	Participate in and/or analyze findings from other reports, studies, donor discussions, learning groups, Social Inclusion Action Group, and share information with programme management team to improve quality of programmes and projects	Comments on MEDEP pro doc (March) ongoing																		
Target: Contributions to 5 new projects; Capacity Development Strategy has M & E Section															CO			CO	(DS)	
GSI-Sensitive MIS System	Finalize Concept Note & TORs for Consultants	ISCAP Activity 2 and mangement Result 3 - Programme Monitoring..., Output "Establish a GSI-sensitive MIS"			x													ISCAP	Consultants	$ 5,000
Baseline: projects using own indicators, no MIS	Finalize indicators, data collection methodologies, training package on data collection (Consultant 1)					x	x	x										ISCAP	Advisory Services (HB)	$ 17,250

"Outputs"	PLANNED ACTIVITIES	Links / Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	Amount
Indicator/Target: GSI-S MIS Operational	Data base development; reporting formats; training packages for different levels of users; training on system (Consultant 2)							X	X	X	X				Heather, Lazima, Dharma	15%	15%	CO	(DS & ...OB)	
	Entry of baseline data											X	X							
	Initial analysis to feed into annual reporting												X							
	Final adjustments to system													X						
Field Monitoring Policy and field monitoring tools revised; field monitoring plans developed and implemented	Analyze results of 2007 field monitoring	ISCAP Activity 2 / Management Result "Programme Monitoring and oversight enhanced". Output CO monitoring plan..."		X	X										Heather			ISCAP	CO Field Monitoring Costs (travel, DSA, etc.)	$ 42,900
Baseline: 204 "visit days" to 50 districts	Revise Field Monitoring Policy/Strategy, aligning it with CPAP - revised draft in March 08, but need management decisions on Field Offices to complete				X										Heather			ISCAP	Advisory Services (HB)	$ 27,600
Indicator: number of "visit days"; number of districts visited	Develop Field Monitoring Plan				X										Heather & Arun			CO	(DS)	
Target: 250 visit days to 50 districts; Summary of Field Visit Findings for Annual Review	Revise Field Monitoring Tools					X									Dharma	24%	25%			
	Organize field visits for senior management; assist programme colleagues in organizing field visits																			
	Orientation for FO staff on new policy & tools					X									Heather & Dharma					
	Orientation for projects on UNDP's approach to field monitoring					X									Heather					
	Review and comments on FV reports to improve precision & quality of reporting; log in Compass	On-going task													Heather / Dharma					
	Field Monitoring Visits - Dharma														Dharma					
	Field Monitoring Visits - Heather	timing to be determined as part of FV Plan			X										Heather					
	Mid-Year Summary of Field Visit Findings								X						Heather					
	Summary of Field Visit Findings for Annual Review												X		Heather					
CO programme staff capacity to use Atlas project management tools increased	Develop training modules and guidance notes on relevant Atlas/PGPP tools; conduct training sessions for programme staff	Division of labor between L.TK/ABS/S?? related to Management Result "Quality of programme management ..."																CO	Advisory Services (HB)	
Baseline: BSC target "Sound Project Management and Monitoring Supported by Atlas" 2.5	Spot check project management tools in Atlas; provide guidance as necessary to improve																	CO	(DS)	
Indicator: BSC target "Sound Project Management and Monitoring Supported by Atlas"																				
Target: 8.0																				

"Outputs"	PLANNED ACTIVITIES	Links / Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	Amount (based, to be checked)
Project staff capacity for results-based monitoring and reporting strengthened	Develop training package on results-based monitoring and reporting according to POPP and Atlas requirements	ISCAP Activity 2													Heather			ISCAP	Advisory Services (HB)	$ 11,500
	Conduct 2 training workshops for 2 groups of project staff									X					Heather	10%	3%	CO	(DS)	
Baseline:											X				Heather					
Indicator:																				
Target:																				
Lessons learned from QIPSI	Develop training package on donor report writing; conduct at least one training	other responsibilities for donor reporting?			X	X	X	X	X	X	X	X			Heather					
Baseline:	Revive M & E Network; conduct 4 meetings		X		X		X		X						Dharma	1%	10%	ISCAP	QIPSI Monitors - NEED TO CHECK	$ 25,000
Indicator:	Receipt and analysis of regular field monitoring reports from QIPSI monitors	ISCAP Activity 2													Dharma	1%	10%	ISCAP	Advisory Services (HB)	$ 1,750
Baseline: QIPSI implementation ongoing	Mid-Term summary of QIPSI reports			X	X										Dharma					
Target:	TOR for Mid-Evaluation of QIPSI				X										Heather/Dharma	1%	10%	ISCAP	Consultants (Evaluation)	$ 5,000
Indicator/Target: QIPSI Evaluation completed	Mini-Evaluation of QIPSI					X									Heather or Dharma		10%			
Evaluation Resource Center maintained	Enter new Evaluation Plan																			
Baseline: One red (1/13/08), one EMR completed	Periodic review and updating of Evaluation Management Responses				X	X		X			X				Dharma	1%	10%	CO		
Indicator: ERC Management Response Status																				
Target: No red, one one half of the EMRs completed																				
DGTTF Project ?	Clarify Dharma's role in this project																10%			
M & E Information Systems	Update District/VDC database					X					X				Dharma					
Baseline: VDC database last updated November 07	Archive Field Visit Reports										X				Dharma					
Indicator: # of District/VDC database updates	Update Comp@ss										X				Dharma	1%	6%	CO		
Target: 2 complete updates of District/VDC database															Dharma					
KM & Learning???	Should we be involved in this anymore?																			
															TOTAL TIME	100%	100%			

Annual Work Plan 2008 (DRAFT)

Expected Outputs (ISCAP Project): Monitoring & Evaluation Team
Support to Effective Implementation of the CPAP

Planned Activity: Strengthen monitoring and evaluation for results

"Outputs"	PLANNED ACTIVITIES	Links / Comments	TIMEFRAME													RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	Amount
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
Annual Review & "ROAR" (2007)	Prepare discussion note for Annual Review	Completed	X												Heather			CO	Advisory Services	to be inserted
	Complete "ROAR"	Completed	X												Heather	2%		CO		
Monitorable Annual Work Plans aligned with CPAP	Review AWPs from perspectives of results-orientation & alignment of CPAP	Completed	X												Heather/ Dharma	1%	1%	CO		
Expanded CPAP M & E Framework	Expand M & E Calendar into actual calendar/work plan	Initiated			X										Heather			CO		
	Support preparation of First Annual CPAP Review - summaries of results	(division of labor within PM/M&E Unit?)						X	X	X						15%	5%	CO		
	Participation in UNDAF M & E Group / contribution to preparation of UNDAF Annual Review	Support to UNCT/UNDP decisions ongoing on an "as-required" basis																	
Baseline: CPAP M & E Framework; draft CPAP Indicator Protocol Sheets	Finalize CPAP Indicator Protocol Sheets and link all elements of CPAP M & E to "UNDP Nepal M & E System", with explanatory notes					X														
Indicator/Target CPAP Indicator Protocol Sheets & UNDP Nepal Guidelines for CPAP M & E added to Intranet	Provide guidance during development of baseline studies																			
Contributions to strategy development and project formulations	Contribute to project M & E frameworks during formulation, check compliance of new projects with M & E guidelines	ISCAP Activity 1 and Management Result 1 - Output "new projects formulated and approved under the CPAP…"	ongoing - timing depends on project formulation calendar																	
Baseline: No Capacity Development Strategy	Contribute to the Capacity Development Strategy to ensure that M & E is mainstreamed	ISCAP Activity 1 and Management Result 2 - Output "A CD & GSI strategy … approved"	timing depends on development of CD strategy												ISCAP	20%	10%	Advisory Services (HB)	$ 23,000	
Indicator: Number of new projects with M & E frameworks aligned with CPAP M & E Framework; Capacity Development Strategy	Participate in and/or analyze findings from other reports, studies, donor discussions, learning groups, Social Inclusion Action Group, and share information with programme management team to improve quality of programmes and projects		ongoing												Heather & Dharma					
Target: Contributions to 5 new projects; Capacity Development Strategy has M & E Section	Comments on MEDEP pro doc (March)				X										CO			(DS)		
GSI-Sensitive MIS System	Finalize Concept Note & TORs for Consultants	ISCAP Activity 2 and mangement Result 3 - Programme Monitoring … Output "Establish a GSI-sensitive MIS"			X										ISCAP			ISCAP	Consultants	$ 15,000
Baseline: projects using own indicators, no MIS	Finalize indicators, data collection methodologies, training package on data collection (Consultant 1)					X	X	X							ISCAP			ISCAP	Advisory Services (HB)	$ 17,250

"Outputs"	PLANNED ACTIVITIES	Links / Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	
Indicator/Target: GSI-S MIS Operational	Data base development; reporting formats; training packages for different levels of users; training on system (Consultant 2)							X	X	X	X	X			Heather, Lazima, Dharma	15%	15%	CO	(DS & HB)	
	Entry of baseline data											X	X							
	Initial analysis to feed into annual reporting												X							
	Final adjustments to system													X						
Field Monitoring Policy and field monitoring tools revised; field monitoring plans developed and implemented	Analyze results of 2007 field monitoring	ISCAP Activity 2 / Management Result "Programme Monitoring and oversight enhanced"; Output CO monitoring plan..."		X	X										Heather			ISCAP	CO Field Monitoring Costs (travel, DSA, etc.)	$ 42,900
Baseline: 204 "visit days" to 50 districts	Revise Field Monitoring Policy/Strategy, aligning it with CPAP - revised draft in March C8, but need management decisions on Field Offices to complete				X										Heather			ISCAP	Advisory Services (HB)	$ 27,600
Indicator: number of " visit days", number of districts visited	Develop Field Monitoring Plan				X										Heather & Arun			CO	(DS)	
Target: 250 visit days to 50 districts; Summary of Field Visit Findings for Annual Review	Revise Field Monitoring Tools					X									Dharma	24%	25%			
	Organize field visits for senior management; assist programme colleagues in organizing field visits																			
	Orientation for FO staff on new policy & tools					X									Heather & Dharma					
	Orientation for projects on UNDP's approach to field monitoring					X									Heather					
	Review and comments on FV reports to improve precision & quality of reporting; log in Comp@ss	On-going task													Heather / Dharma					
	Field Monitoring Visits - Dharma														Dharma					
	Field Monitoring Visits - Heather	timing to be determined as part of FV Plan			X										Heather					
	Mid-Year Summary of Field Visit Findings								X						Heather					
	Summary of Field Visit Findings for Annual Review											X			Heather					
CO programme staff capacity to use Atlas project management tools increased	Develop training modules and guidance notes on relevant Atlas/POPP tools; conduct training sessions for programme staff	*Division of labor between <?WK->HR/DS?> related to Management Result "Quality of programme management..."*																CO	Advisory Services (HB)	
Baseline: BSC target "Sound Project Management and Monitoring Supported by Atlas" - 2.5	Spot check project management tools in Atlas; provide guidance as necessary to improve																	CO	(DS)	
Indicator: BSC target "Sound Project Management and Monitoring Supported by Atlas"																				
Target: 8.0																				

"Outputs"	PLANNED ACTIVITIES	Links / Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RESPONSIBLE PARTY	% HB time	% DS Time	Funding Source	Budget Description	Amount (unless otherwise specified)
Project staff capacity for results-based monitoring and reporting strengthened	Develop training package on results-based monitoring and reporting according to POPP and Atlas requirements	ISCAP Activity 2													Heather			ISCAP	Advisory Services (HB)	$ 11,500
Baseline:	Conduct 2 training workshops for 2 groups of project staff						X			X					Heather	10%	3%	CO	(DS)	
Indicator:	Develop training package on donor report writing, conduct at least one training	other responsibilities for donor reporting?			X	X									Heather					
Target:																				
Lessons learned from QIPSI	Revive M & E Network, conduct 4 meetings			X	X	X	X								Dharma					
Baseline:	Receipt and analysis of regular field monitoring reports from QIPSI monitors	ISCAP Activity 2		X	X										Heather			ISCAP	Advisory Services (HB)	$ 1,150
Indicator:	Mid Term summary of QIPSI reports														Dharma	1%	10%	ISCAP	QIPSI Monitors - NEED TO CHFCX	$ 25,000
Baseline: QIPSI implementation ongoing	TOR for Mini Evaluation of QIPSI			X											Heather/Dharma					
Indicator/Target: QIPSI Evaluation completed	Mini-Evaluation of QIPSI						X								Heather or Dharma	1%	10%	ISCAP	Consultants (Evaluation)	$ 5,000
Evaluation Resource Center maintained	Enter new Evaluation Plan																			
	Periodic review and updating of Evaluation Management Responses			X		X		X		X					Dharma	1%	10%	CO		
Indicator: ERC Management Responses Status																				
Target: No red; one half of the EMRs completed																				
DGTTF Project ?		Clarify Dharma's role in this project															10%	CO		
M & E Information Systems regularly updated	Update District/VDC database					X									Dharma					
Baseline: VDC database last updated November 07	Archive Field Visit Reports									X					Dharma					
Indicator: # of District/VDC database updates	Update Comp@ss														Dharma	1%	6%	CO		
Target: 2 complete updates of District/VDC database																				
KM & Learning???	Should we be involved in this anymore?																			
															TOTAL TIME	100%	100%			

1. **Situation Analysis (problems**
2. **Objectives/results to be achieved**
3. **Strategy**
4. **Key activities**
5. **AWP Budget Sheet(s)**

Risk Management : AWP and budget- 2008

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amour
1. Secured re-design of UNDP programme Portfolio, strengthened developed prog/project formulation process with elements of security as an integral part of new design	1.1 Assist projects to identify risks and threats and address it in the project document (risk log).	X	X	X	X	Suneel Lama			
	1.2 Ensure risk and issue logs and articulate explicitly.	X	X	X	X	Suneel Lama			
	1.3 Provide risk management recommendations to ensure smooth implementation of projects.	X	X	X	X	Suneel Lama			
2. Regularised and strengthened comprehensive threat and risk assessments in the country of all locations; where UNDP projects, staff and dependents are present: districts, region;	2. Strengthened comprehensive threat and risk assessments in the country of all locations:	X	X	X	X	Suneel Lama			

	2.2 Advice and recommend security/risk management and mitigation procedures to projects	X	X	X	X	Suneel Lama			
	2.3 Update and inform security information to UNDP senior management.	X	X	X	X	Suneel Lama			
	2.4 Travel to projects across the country and collect risk and threat information	X	X	X	X	Suneel Lama		4 trips to four regions: DSA Air tickets	$ 800 $ 800
3. Designed security and risk management training and UN BOGs packages to strengthen all UNDP projects according to UNDP policy of neutrality and transparency. Presence and protection	3.1 Prepare and Conduct training for field staff,(basic and advance risk management training)	X	X	X	X	Suneel Lama, UNFPA, UNICEF Suneel Lama NPMs		Consultant fee Package design (5 days) Two SEDC workshop Consultants fee (8 days) for two separate sessions	$ 900 $3500 $1250

	3.3 Conduct four **Advance** risk management training and disseminate to wider audience in the field. BRMT: 4 training (Biratnagar, Hetauda, Nepalgunj and Kathmandu). ARMT: 4 training (Biratnagar, Hetauda, Nepalgunj and Kathmandu)	X	X	X	X	Suneel Lama		Four Advance RM Training : Stationary Four locations: DSA Air tickets Facilitator Participants Air tickets for consultant: DSA for consultant:	$12,00 $400 $1100 $950 $1100 $950 $1100
	3.4 Provide weekly security advice and information to all UNDP and projects/staff.	X	X	X	X	Suneel Lama			
4.1 Ensured MOSS and MORSS compliance standards in all UNDP offices and residence of international and national staff (100%)	4.1 Conduct and update once a year, upgrade MOSS standards of UNDP Country Offices and field offices.	X		X		Suneel Lama, Sagun Rai and UNDSS		Travel to Field Office for inspection (Twice) (Brt, Chitwan N'gunj & D'dhura) DSA Air tickets	$1400 $1000

	4.2 Once a year conducts MORSS compliance check of all UNDP international staff's residences, provide MORSS report to individuals.		X								
	4.3 Twice a year check vehicles/ MOSS compliance standards and inventory		X		X						
	4.4 Twice a year conduct inventory of security equipment, vehicles and other resources as per MOSS compliance, review communication tree in line with DSS warden system.		X		X						
5. Prepared security plan inclusive of contingency plans in accordance with the UN field Hand Book and Nepal Security Plan.	5.1 Launch and activate the recently prepared contingency plan particularly for UNDP – January 2008.	X	X	X	X						

	5.2 Present the contingency plan to senior management team for approval and present it at the security/risk management training; also disseminate it to all projects										
	5.3 Every quarter update the security clearance system Quarter.	X	X	X	X						
	5.4 Conduct and coordinate with DSS for emergency evacuation twice a year (fire drill, earthquake evacuation)		X		X						
TOTAL											$44,85 0
Five Expected outputs											

Component	2008	2009	2010	TOTALS
Formulation	100,000	50,000	50,000	200,000
M & E	557,900	400,000	287,250	1,245,150
Security	40850	40,000	40,000	120,850
communications	54000	40,000	40,000	134,000
Totals	752,750	530,000	417,250	1,700,000

12750   300,000