



DFID Nepal Rural Access Programme
Monitoring, Evaluation and Learning Component

PROPOSAL FOR SECOND PHASE

Date: 26 June 2015

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A. Introduction

This document presents a proposal for the second phase of RAP MEL's implementation phase covering the period August 2015 to August 2016. During recent months, discussions with DFID, DoLIDAR and RAP have highlighted the need to adjust MEL's activities, deliverables, and working model to respond to the lessons learned from the first phase of implementation (June 2014 to July 2015) and to ensure that MEL's work remains relevant to the emerging needs of MEL's stakeholders.

The document is structured as follows:

- Section B presents the **objectives** of the second phase of MEL.
- Section C describes the proposed **activities**.
- Section D provides a **work plan**.
- Section E sets out the **organisational and staffing model**.
- A **budget** for the second phase is presented in a separate document.

B. Objectives

The primary objective of the RAP MEL component is to generate knowledge and facilitate learning – both in relation to RAP3 and more broadly in relation to labour-based infrastructure works in Nepal. An important principal underpinning this objective is that MEL will increasingly emphasise building the capacity of others to ‘do’ M&E and associated research, and to maximise the use of the outputs from its own research.

The main users of MEL’s services are DoLIDAR, RAP and DFID. However a wider group of stakeholders (wider government, development partners, NGOs, etc) can also benefit from the learning generated from RAP, given its long-running and innovative approaches to labour-based infrastructure works in Nepal.

The second phase of MEL has been designed to:

- Capitalise on the significant research undertaken by MEL to date¹ by ensuring that the potential for stakeholder engagement and learning from the findings of this research is optimised.
- Draw on the lessons from the first phase and shift the implementation model to one that is more innovative, more responsive to emerging stakeholder needs, and forges stronger partnerships with local stakeholders.

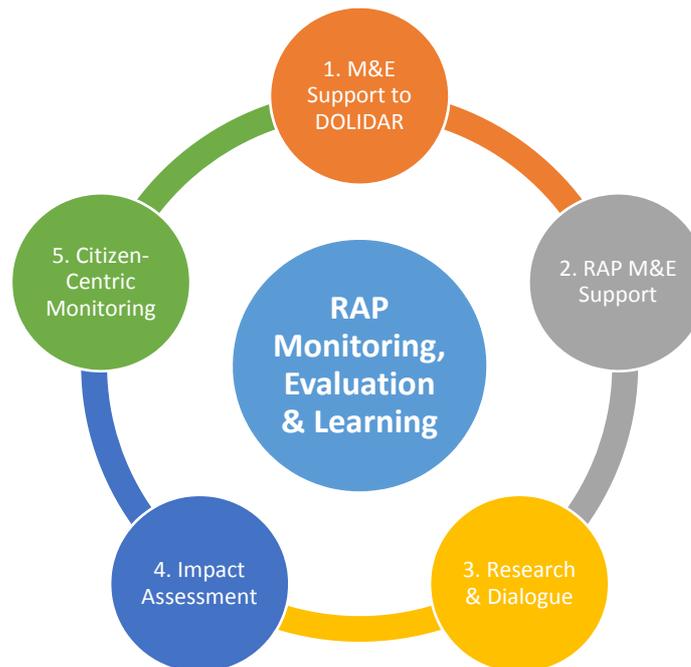
This implies a significant shift in the project’s delivery and partnership model, as described further in the remainder of this document.

¹ Research has included the baseline, ten process monitoring activities, and three thematic studies.

C. Components

In this section, we present five components for MEL's work over the remaining 13 months of the project. A detailed outline of the budgeted cost of each activity and the resources available is provided in a separate budget document.

The five components for MEL's work are shown in the diagram below. An elaboration of each component is provided in the remainder of the section.



1. M&E Support to DOLIDAR

In June 2015, MEL undertook a review of DoLIDAR's M&E functions and capacity relating to rural roads to identify specific areas for MEL support to enable better use of evidence to inform policy and implementation practice. DoLIDAR is the nodal agency for all donor funded rural infrastructure projects and also provides technical support to the infrastructure projects funded by the Government of Nepal and implemented by District Development Committees across the country.

1.1 Stock tacking of M&E unit

In the past, little attention was paid to M&E in DoLIDAR and it did not play a significant role in decision making. The Government is making significant efforts to improve this and to promote evidence-based decision making through results-based M&E. It will be some time, however, before these changes are fully operational and significant capacity building and support will be required at all levels. The challenges outlined in the Nepal Road Sector Strategy Report 2013 were again raised during the MEL's review in June 2015. The major challenges faced by DoLIDAR's M&E unit are:

- Districts are not prioritising actual investments according to approved plans.
- Current M&E systems for works – related to development, construction and service delivery of local bodies – are not effective.

- M&E reports from districts are not completed or submitted on time, and often they are only prepared as part of a request for further funding.
- The M&E units are generally understaffed, have insufficient resources and skills, and are not considered important within the organisation.

1.2 Support from donor funded programmes

The M&E unit in DoLIDAR has not received any systematic support to strengthen its capacity from donor-funded programmes, with the exception of some support provided by RAP3 last year in the area of office equipment (printers, computers etc). A few of the staff in the unit are supported by the Nepal Road Board, an autonomous agency, which is responsible for collecting tolls on the strategic road network. Officials believe that the unit would be in a position to leverage resources from ADB, World Bank and SDC funded programmes if the department level leadership were to prioritise its M&E functions. IMC/RAP3 has also shown an interest in exploring options for support to the unit if DoLIDAR develops a business case for this.

1.3 Support from MEL

Given the existing capacity of the M&E unit and a compelling need for its institutionalisation, support would ideally take the form of a multi-year programme of capacity development. Given that the MEL contract only has one year left to run, we propose the following activities of support, which could be used as a basis for developing a more long term and ambitious programme of M&E support in the future. We have proposed support under two scenarios: (i) with the existing resources available to MEL; and (ii) if additional resources are made available.

With existing resources

MEL will leverage the products from previous work (such the RAP3 baseline, RCAs, process monitoring summary notes etc) and proposed activities for Phase 2 (such as the VfM analysis and LRN review) to demonstrate the value of evidence in informing policy making. The focus will be on strengthening the capacity of existing staff to use these products and engage in activities which showcase the importance of M&E. Dissemination of existing products such as baseline studies, RCA reports, linkages with existing dataset and process monitoring summary reports through DOLIDAR website will be carried out by July 2015.

During Phase 2, MEL will work with the M&E unit in collecting information and undertaking subsequent analysis on monitoring and evaluation related issues which are prioritised by the department and the ministry (such as the impact of the central level subsidy to the Karnali region). Additionally, we will support DoLIDAR in streamlining existing information collection and analysis procedures and tools and help the unit to develop a plan for additional support leveraged from existing donor funded programmes. Support will be provided by the two full time MEL staff.

Support in annual VfM assessment: As part of support to strengthen data analysis and use at DoLIDAR, MEL will provide technical assistance to the M&E unit for VfM analysis of rural roads projects, which will be linked to the VfM analysis detailed in section 5.4 below.

Streamlining existing and future information needs requirements: MEL will support the M&E unit to identify existing and future information requirements of central level authorities. This will assist the unit to provide a business case for additional external support and could also lead towards exploring options for developing a more ambitious programme of support to departmental level M&E by MEL in future phases.

With additional resources

If MEL were better resourced, we would propose supporting the development of a departmental level M&E framework. A number of recommendations made by Nepal Road Sector Strategy, specifically aligning LRN indicators in the departmental and ministry level results frameworks, have not been implemented. Associated support and capacity building for upgrading and institutionalising the department's M&E systems, processes and tools would be provided.

2. RAP M&E Support**2.1 Objectives**

To strengthen the internal M&E systems and processes for RAP components.

2.2 Indicative activities

- **M&E support to RAP:** Based on discussions with RAP3/IMC, support is proposed in the following areas:
 1. Review of RAP3 M&E framework (see Section 2.4).
 2. Assessment of Continual Improvement Plan (see Section 2.4).
 3. VfM analysis (see Section 3.4).
 4. LRN review (ToR already developed by DFID).
- **M&E support to KEPTA:** Discussions with KEPTA/OPM management have highlighted an appetite for support in the following four areas, which are elaborated on in section 2.5 below:
 1. Development of M&EL framework.
 2. Capacity building of KEPTA staff on M&E.
 3. Mid-term reflective learning review.
 4. Thematic study.

2.3 Outputs

Improved internal M&E systems and processes in RAP and stronger analysis to inform decision-making.

2.4 M&E support to RAP**Review of RAP3 M&E framework**

During year 1 of RAP3 implementation, MEL studies and periodic process monitoring all pointed to common conclusions: remittances are important for the household incomes of direct beneficiaries; investment in agriculture is regarded as more risky than seasonal migration; and seasonal migration is influenced by a range of factors – challenging the prevailing notion of "distress migration" in the mid and far west. These studies have also questioned the impact of public work programmes on the poorest of the poor and on reducing "distressed migration".

DFID recently commissioned a fundamental review of the SED component building on monthly process monitoring (November 2014). The review pointed towards a number of issues constraining

the poor and marginalised from benefitting from SED activities. A review of the LRN component is planned in September-October 2015.

This calls for consolidation of the learning arising from the studies and reviews conducted during year 1 to inform ongoing strengthening of RAP3's programme design. MEL plans to provide support to DFID Nepal and RAP3 to review the broader programme assumptions (Theory of Change) and the subsequent programme indicators and targets for key indicators.

The review will take place around March-April 2016, and will feed into a revised business plan for RAP3. MEL team members will facilitate the process with support from an international consultant. The international consultant will support team members to revise the targets based on the results from the baseline household survey and further analysis of the dataset, if needed. The required input from an international consultant is 12 days.

Assessment of Continual Improvement Plan

RAP3/IMC compiles and consolidates feedback received from a range of stakeholders – direct beneficiaries, DDCs/DOLIDAR, DFID, MEL, MOFOLD etc – to inform learning and management actions. The feedback is distilled into a list of key observations that can be divided into those that are of a general nature or that relate to the effectiveness of central level management (referred to as Central Level Observations) and those that are specific to individual districts or that relate to the effectiveness of district level management (District Level Observations). Internal audit reports and field verification reports prepared by different teams are the major sources of information for continual improvement plans (CIMs) at both the central and district levels. A central Performance Management and Verification (PMV) team is the custodian of both central and district CIM plans and their regular monitoring.

Based on a request from IMC, MEL plans to conduct the assessment of the 2015 CIM. The assessment will cover the central CIM and plans of selected districts (purposely sampled based on their risk). A team of 3 short-term consultants will be recruited for 20 days to collect relevant information and conduct interviews with RAP3 district team members and district stakeholders. A detailed checklist will be developed for the assessment. The assessment will take place immediately after the festival seasons in November 2015. A final report is presented to IMC/RAP3 on January 2016. One of the consultants will work as team leader with an additional 5 days to compile the report.

The assessment will provide real-time monitoring on the implementation status of CIM plans at central and district levels. It will also help to assess the existing feedback loops and streamlining, consolidation of the existing CIM processes and tools if needed.

2.5 M&E support to KEPTA

Background

Karnali Employment Program Technical Assistance (KEPTA) aims to support Government of Nepal to strengthen the implementation of its social protection programme for poor and marginalised communities in Karnali region through public works programmes. The programme operates at three broad levels:

- Tier 1: Piloting of work social programmes through Centre of Excellence Projects (CEP) as demonstration projects at community level.

- Tier 2: Supporting district authorities to improve implementation of KEP programmes through their institutional development.
- Tier 3: Engaging policy makers and stakeholders for appropriate national policies and legislation for social protection policy around public wage projects.

The pilot programme was implemented in six Village Development Committees (VDCs) of Jumla and Kalikot in year 1. The programme is being expanded in an additional four districts of Mugu, Dolpa, Humla and Bajura in year 2.

Stock taking of KEPTA's existing MEL system

- KEPTA programme has rapidly evolved in its scope during the first year of programme implementation with some amendments to the original proposal and work plan. A logframe along with major milestones have been developed and agreed with DFID.
- The existing M&EL system primarily monitors output level indicators. An online MIS system tracks the attendance and payments to workers in CEP projects. District teams and technical office staff also conduct onsite monitoring of the ongoing activities at local level. A field visit report is mandatory for every field movement of program staff. A monthly report for DFID submission is developed based on the compiled district level reports and field visit reports. However, issues with consistency in the quantitative information compiled by district teams and non-availability and poor quality of field visit reports are two constraints for quality and on-time submission of progress monitoring reports to DFID. Recently, KEPTA has recruited a national consultant to review the existing M&E system, in particular MIS and reporting.
- Two thematic studies – economic development potential of Karnali and scoping of public work programmes in Karnali region – which relate to broader development issues in the region have been produced in year 1.
- The KEPTA team has also produced three 'lessons learnt' documents to review and reflect upon different approaches adopted in year 1. Learning documents are produced in-house on an ad hoc basis.

Three broad issues have been identified as the key constraints to KEPTA's existing M&EL system:

- KEPTA lacks a systematic M&E framework to monitor progress and evaluate outcomes and impact level changes.
- Documentation of the learning arising from programme implementation is ad hoc in nature and a coherent strategy for documentation, dissemination and policy lobbying is missing.
- The capacity of the KEPTA staff in qualitative monitoring of activities and documentation of stories of change is limited.

MEL's support in year 2

Based on the discussions with the KEPTA team, following activities are proposed for MEL's support in year 2:

1. Development of M&EL framework

The proposed M&EL framework will provide KEPTA management with a systematic roadmap to identify the indicators, tools and processes for regular monitoring, set out key evaluation questions to assess the performance of the programme, and develop list of issues for thematic studies and knowledge building strategy. The framework will also outline roles and responsibilities in different aspects of the M&E cycle. The framework development process will be participatory in nature with facilitation from the MEL team. A knowledge management strategy will also be developed. An international consultant recruited by MEL will facilitate the process. The field work for the development of M&EL framework is expected to take 12 working days with an additional 6 days to prepare for the work and document the outcomes from the consultation. This activity is planned for October 2015.

Outcome: A coherent M&EL plan to assess results at output, outcome and impact developed.

2. Capacity building of KEPTA staff on M&E

Capacity building of KEPTA staff will be conducted in two different areas – orientation on the KEPTA M&EL framework and training on qualitative inquiry methodologies. Each training will be 5 days in duration. A detailed outline of the qualitative training will be developed in consultation with KEPTA. The capacity building events will build on the person centred reflective practice approach adopted by KEPTA.

Both events will be organised by KEPTA. The MEL team will facilitate the events. For each event, a national consultant will be hired to facilitate the training (5 days for training facilitation and 3 days for pre and post training activities).

Outcome: Quality of periodic reports improved with qualitative analysis.

3. Mid-term reflective learning review

A mid-term reflective review of KEPTA will be facilitated by MEL. The main aim of the review will be to assess **what works, why and how**, based on a combination of KEPTA's internal reflections and an external review of by MEL. This will embrace the revised KEPTA goal of "learning from the experiences of social protection through public works programmes in Karnali and beyond and influencing national policy". The review will be conducted in March/April 2016 to feed into KEPTA's planning process and inform the RAP annual review in June. The MEL team will conduct the review using internal resources.

Outcome: Independent verification of the approaches/modalities feeds to inform program planning.

4. Thematic study: Targeting of direct beneficiaries for social wage programmes

KEP emphasises pro-poor targeting. MEL's monthly process monitoring in February 2015 identified a number of short-coming in this targeting. Some of the notable gaps are: lack of citizenship certificate of target beneficiaries, allocating employment quotas for each ward of the VDC without a participatory livelihood ranking, and gaps in pre-selection communication campaigns. The thematic study will critically review the existing targeting programmes, and identify major gaps in the targeting process and KEPTA guidelines. The analysis will be qualitative and use participatory tools such as focus group discussions and in-depth interviews with direct beneficiaries ad Ward Citizens Forums (WCFs). A detailed review of the targeting process in Year 1 will also be conducted. A

national consultant, with extensive experience in the review of community mobilisation programme, will carry out the study. The time allocated for the study is 12 days of field work, 3 days of literature review and 7 days of report preparation. The study is planned for March-April 2016.

3. Research & Dialogue

3.1 Objectives

This component aims to catalyse more evidence-based dialogue about the development challenges in the mid and far west, and appropriate models for engagement (including lessons generated from RAP and the validity of its theory of change).

If additional resources were made available, MEL would also engage national institutions in research relating to the development challenges of the mid and far west, building on existing MEL outputs, including the baseline household survey results. This would be done by launching a challenge fund for local researchers for work around pre-identified themes of policy relevance, including use of the baseline dataset.

3.2 Indicative activities

- **Thematic reviews** on VfM of RAP delivery models (see 3.4 below) and an associated LRN review (for which ToR have already been developed).
- Preparation and dissemination of **policy briefing notes**.
- Organisation of **round tables / learning fora** on specified themes, potentially by establishing a standing 'Policy Research Group'.

3.3 Outputs

- Thematic reviews
- Policy briefing notes and dialogue.

3.4 VfM Analysis

Introduction

Our proposed approach to programme VfM reporting and analysis for RAP3 and other infrastructure works programmes in Nepal builds on previous work undertaken by RAP to conceptualise VfM reporting for the programme² and ongoing discussions between MEL component and IMC/RAP3 for the scoping of VfM related activities in year 2.

Purpose

The purpose of VfM reporting is to develop a better understanding and articulation of programme costs and results to drive continuous improvement by making more informed evidence-based choices. It is proposed that MEL leads a formal RAP3 VfM analysis and reporting process in order for stakeholders to better understand what is driving costs and to ensure that the programme is providing the desired quality at the lowest price – allowing management to make informed choices to improve value for money throughout implementation.

² RAP Briefing Paper BP40 – RAP3 VfM Reporting.

The analysis will also enable a variety of stakeholders, including DoLIDAR and donors supporting road development programmes in Nepal, to compare the VfM of different approaches to road development and thereby facilitate dialogue and learning about which approaches are most cost effective.

Approach to defining VfM indicators

The overall approach will be to assess the value for money of programmes included in the assessment against a 4E Framework (economy, efficiency, effectiveness, and equity). For each of the four 'E's, Itad's VfM framework³ will be applied to develop indicators that categorise results (value) against which costs can then be allocated:

Figure 1: Itad VfM Indicator Framework

		Measurement typology		
		Benchmark	Comparison	Stand-alone
Indicator typology	Monetary result			
	Quantitative result			
	Qualitative result			

The framework employs two axes: 'VfM indicators' (which provide different ways by which to assess value and costs combined) and 'VfM measurement' (which provides different ways to help reach a judgement on VfM).

Activities

Once the appropriate indicators for VfM analysis have been identified, MEL will undertake an analysis of the VfM of RAP3, including a comparison between the VfM of RAP2 and RAP3, and the LRIP (SDC), DRILP (ADB) and SNRTP (World Bank) projects. This would be a valuable exercise for foreign development interventions in Nepal as a whole and is consistent with DFID's objective of improving the VfM of all aid, not just DFID's own.

Work plan

The medium to long-term goal is that a regular process of VfM reporting and analysis of infrastructure works programmes is instituted within DoLIDAR. Consultations with DoLIDAR have indicated an interest in this.

A starting point for the VfM analysis will be to identify a list of comparable VfM criteria (based on an existing proposal from RAP) for comparing LRN projects in Nepal using information that should be publically available from donor websites. This would be the first time that such analysis has been undertaken.

More sophisticated comparative VfM analysis may take some time to achieve because it will require buy-in from other programmes to release the data required for this. For this reason, it may be more realistic for a more sophisticated VfM analysis to start with RAP, and for this work to be used as a

³ See CDI Practice Paper Number 12, *Improving the Practice of Value for Money Assessment*, March 2015: <http://www.ids.ac.uk/publication/improving-the-practice-of-value-for-money-assessment>

basis for piloting a more sophisticated approach and demonstrating the value of the analysis to DoLIDAR and other programmes.

The extent to which DoLIDAR and other programmes can be brought into the analysis from the start will be assessed during the scoping activity shown in the table below.

Activities	Timing	Estimated inputs (days)
1. Simple comparative VfM analysis of LRN programmes in Nepal	August – September 2015	12
2. Scoping and VfM indicator definition <ul style="list-style-type: none"> • Specification of VFM indicators • Discussion with other programmes about involvement in VfM analysis • Identification of data requirements and sources 	September – October 2015	12
3. Data collection and analysis for overall programme VfM	October – November 2015	30

4. Impact Assessment

4.1 Objectives

This component has three objectives:

- Share the findings from the RAP baseline and thereby catalyse an evidence-based discussion around the poverty challenges in the mid and far west and the role of infrastructure-based works and social protection in addressing them.
- Provide robust evidence on the impact of RAP's work in the mid and far west at midline.
- Provide a rich time-series dataset on household socio-economic indicators in the mid and far west.

4.2 Indicative activities

- **Baseline dissemination activities** (briefing note, stakeholder fora, etc).
- **Midline household survey** – 3,600 households using the same panel as for the baseline (May 2016).
- **Midline Reality Check Approach** research – follow-up to baseline RCAs (May 2016).

4.3 Outputs

- Baseline dissemination activities.
- Midline impact assessment report and dataset.

5. Citizen-Centric Monitoring

5.1 Introduction

One of the MEL team's proposed new activities is to pilot a monitoring component that is citizen-centric/community focused. This approach would improve the accountability mechanism for beneficiaries of RAP's activities by enabling improved civic oversight through a community-led process. Through this, communities would be actively involved in monitoring of RAP's activities. It would therefore be an entirely bottom-up approach.

In formulating a method that could be trialled as soon as possible, Itad propose partnering with UK-based NGO 'Integrity Action' who have significant experience implementing innovative community-led processes to monitoring of infrastructure projects, including in Nepal. Integrity Action's 'Community Integrity Building' (CIB) approach trains community members to monitor road building projects and create a platform for stakeholder and community engagement, and utilises Integrity Action's mobile-phone enabled DevelopmentCheck application for reporting feedback. MEL will engage with Integrity Action to explore options on how the CIB process can be tailored further in the context of RAP, exploring how the approach can, if necessary, adapt for road maintenance as well as building. This note outlines the proposed approach.

5.2 Integrity Action

Integrity Action is a UK registered charity that is committed to reducing corruption through building a just and equitable world where citizens are empowered to act with and demand integrity. Integrity Action is committed to helping communities, especially the poor, receive better public services in fragile and conflict-affected countries.

Integrity Action actively seeks to tackle corruption through a proactive Community Integrity Building (CIB) approach. CIB strengthens accountability and reduces corruption, demonstrated empirically through building trust and a high "Fix-Rate"⁴ at the community level.

Integrity Action currently works with 14 CSOs across 11 developing countries, who engage communities to monitor and improve public services. They hold community meetings and analyse project documents, survey beneficiaries and report data on the transparency, participation and effectiveness of projects through a customised online tool DevelopmentCheck. They work with the media, government and donors (where possible) to action their recommendations for reform. Key to the approach is to build the long-term ability of the communities and local institutions to ensure effective service delivery and sustainability. Integrity Action has a multi-stakeholder approach and actively targets and engages poor and marginalised community members (including women, ethnic minorities, people with disabilities and internally displaced persons); local and national government as well as traditional leaders to help reform policy and practice; contractors and corporates to improve industry performance; and development agencies to strengthen their transparency and accountability to citizens.

Through building trust, during 2014, Integrity Action monitored 264 projects with a total value of more than USD 240 million. Between 2010 and 2015, the Community Integrity Building approach fixed on average 76 per cent of infrastructure projects and around 30 per cent of problems in public services. As of 2014, Integrity Action could demonstrate that their method had delivered improved

⁴ The Fix Rate: A key metric for Transparency and Accountability: <http://www.integrityaction.org/statistics-measuring-fix>

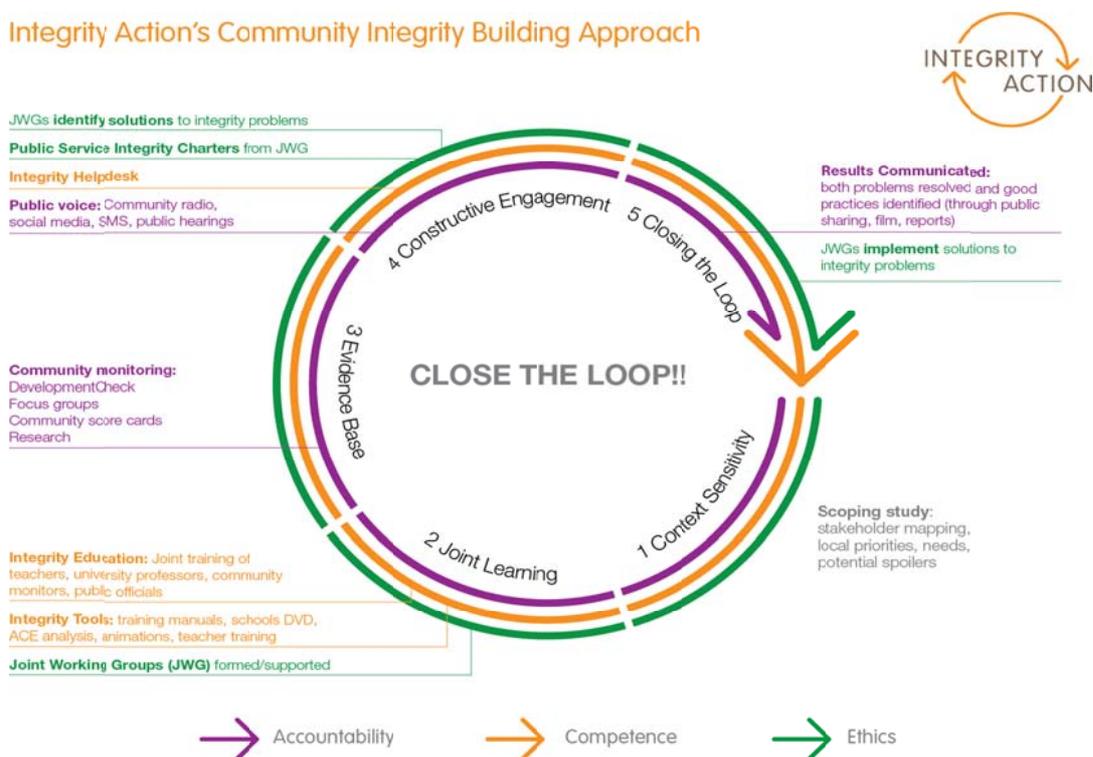
public services to more than 4 million people in countries that include Afghanistan, Kenya, Kyrgyzstan, Liberia, Palestine, Nepal, and Timor-Leste.

5.3 The Community Integrity Building (CIB) approach

The CIB approach has five phases outlined below; within each of these phases there are a number of steps to follow and tools to use. Although communities often operate within very different socio-economic and cultural realities, Integrity Action has found that many adhere to the steps outlined below in their Community Integrity Building and that the fix-rate is higher when every stage of the cycle is given attention.

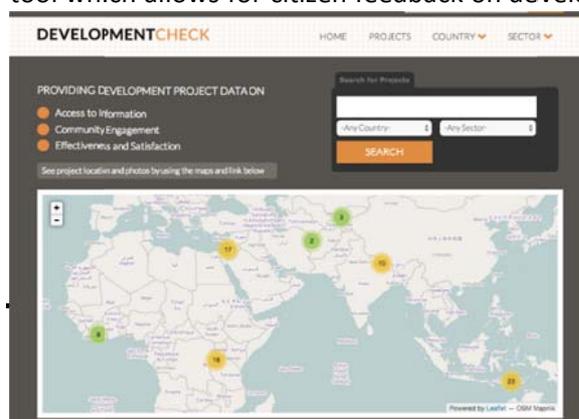
This collaborative method for local citizens and public officials to work together on improving the provision and performance of public services focuses on i) context sensitivity through mapping of stakeholders and their needs and priorities, ii) joint learning between government, civil society and business, iii) building the evidence base, including acting on the right to information, and community monitoring, iv) constructive engagement in joint working groups and v) closing the loop by integrating citizen feedback and implementing solutions.

Integrity Action’s Community Integrity Building Approach



5.4 Development Check

Development Check, as a core part of the CIB approach, is a user-driven, solutions-oriented online monitoring tool which helps to close the loop on problems within project implementation. It is also a tool which allows for citizen feedback on development projects. It provides a bottom-up assessment in three key areas: access to information, community engagement and project effectiveness.



Integrity Action and country partners train community volunteers in the CIB approach so they can effectively monitor development projects in

their communities. The community identifies priority development projects to monitor. These projects, such as clinics, roads and schools, are under construction or in early implementation in order for the monitoring to influence their delivery and outcomes.

Trained community monitors then collect data on these projects by accessing and reviewing project documents if possible, conducting beneficiary surveys, visiting project sites and taking photos to compare plans with reality on the ground. Projects are monitored over a long period of time so data may be entered from more than one site visit, and so identified problems can be resolved. Integrity Action call the resolution of an identified problem a 'Fix'.

Community Monitors enter the data for each project monitored into DevelopmentCheck - either the website or mobile application. They can also upload project documents such as the bill of quantity or contract if available, as well as photos or videos. The findings are shared with stakeholders and verified by country partners. Data is then also reviewed and projects published by Integrity Action staff. Once projects are published, a snapshot of the findings is visible on the DevelopmentCheck website. Traffic light symbols - red, amber and green - indicate the level of transparency, participation and effectiveness on the ground. There are currently 225 projects published to DevelopmentCheck with many more in the pipeline.

5.5 Community Monitoring under RAP

Itad proposes to partner with Integrity Action to use the CIB approach to monitor the construction and ongoing maintenance of roads under RAP. Development Check, central to the CIB approach, will be used to capture data demonstrating that community monitoring has helped to close the loop on problems found within road construction and maintenance. The CIB approach is readily applicable to road building communities in RAP and will also be trialled with road maintenance communities in RAP districts and adapted where necessary.

Within the first year, resources are only sufficient to fund a pilot of the CIB approach with up to 10 communities, with an even split between road building and road maintenance districts, and explore scaling up. The first step of CIB's approach is identifying infrastructure projects and sensitising the community; however it is recognised that this step can be fast-tracked as the RAP projects are already identified, meaning that the pilots can go straight to the training and monitoring step of CIB. The pilot period will be used to train Community Monitors (through in-country partners), ensure the approach functions as intended, and fine-tune issues as they arise including technical matters regarding the DevelopmentCheck application and database. It is expected that the pilot period will span approximately 4-5 months. In the pilot period, MEL and Integrity Action will explore how the CIB approach can be adapted, if necessary, for road maintenance communities as maintenance is usually a non-linear/cyclical process compared to road building.

If more resources were made available, MEL could scale up the model and explore extending the approach to KEPTA⁵. MEL will also explore linkages with RAP's proposal to pilot a toll-free grievance number for communities.

⁵ Extending to KEPTA would require an exploration of how social issues (e.g. correct payment of wage rates to RBG and RMG members, etc.) can be integrated into the 'Fix Rate' problem-and-resolution approach to CIB. In addition, RAP and KEPTA will be piloting a 'Village Transport Master Plan' (VTMP) linking ward centres to the VDC headquarters. Hence, KEPTA's cash-for-work will be incorporated into a smaller RAP model, including construction and maintenance. Therefore MEL could explore integrating the CIB approach into this joint plan with a strong community focus. There would be a lot of relevance and huge potential in bringing RAP, KEPTA and MEL's components together and an opportunity to draw lessons from an integrated and holistic approach.

Integrity Action has worked through local partners on this approach in Nepal to monitor the construction of infrastructure projects across a range of sectors with a Fix Rate of 73% being achieved. Under this project Integrity Action proposes to work with a new partner (who is currently going through a due diligence process), train them in the community monitoring approach and provide technical support to their work and ongoing quality assurance of DevelopmentCheck data. Integrity Action also proposes to work with partners to establish a Quality Assurance Committee (QAC) within Nepal which will be made up of 5 individuals with sound reputation and relevant professional qualification. This QAC will act as a safeguard against any erroneous data being uploaded onto DevelopmentCheck. These QACs have been set up in other countries but have not yet been used because Integrity Action are highly involved in ensuring the quality of data is accurate and reliable.

5.6 Sustainability and Value for Money

In addition to supporting the effective delivery of RAP, this monitoring approach will also contribute to building long term integrity in communities, better development outcomes and poverty reduction. Community monitors, as volunteers, see the benefits of their work and in the past have continued to monitor and report on project issues long after the end of a grant where they have been specifically involved. One example is with Integrity Action's partner, FOCHI, in the DRC. FOCHI did not receive a grant from Integrity Action in 2014 but FOCHI monitors continued to monitor 29 water treatment points which OXFAM had built for residents from Kavimvira and Kilomoni in April 2013. The monitors, through regular monitoring visits, discovered that 13 of the points had stopped working. They reported this to Oxfam who then repaired the treatment points. FOCHI and OXFAM volunteers then organised a public meeting where they told residents how to use the water treatment points and who to contact when the tanks were empty. Integrity Action found out about this ongoing monitoring through uploads FOCHI made to DevelopmentCheck.

"Fixes" can be achieved cost effectively and consistently even under tough conditions (such as war-torn environments). The approach costs on average less than 1% of the value of the projects being monitored. As the CIB approach utilises mobile phones for the DevelopmentCheck Application, MEL will consider reusing the mobile phones utilised for the impact assessment.

5.7 Outputs

MEL will be responsible for identification of communities for piloting the process within RAP's project areas. In partnership with Integrity Action, a local partner that has presence in RAP's working areas will be trained on the CIB approach. Integrity Action's local staff will conduct field visits for QA and for writing up case studies. MEL team members will support the write-up of case studies which will inform a final report on the Community Integrity Building approach. At the end of the contract period the lessons learned and evidence will be used to demonstrate to DOLIDAR a robust model that it may consider for further trialling within RAP or other infrastructure-related programmes.

D. Work plan

		Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16
Component 1	M&E support to DoLIDAR													
Component 2	M&E support to RAP													
	Review of RAP3 M&E framework													
	Assessment of Continual Improvement Plan													
	M&E support to KEPTA													
	Development of ME&L framework													
	Capacity building of KEPTA staff on M&E													
	Mid-term reflective learning review													
	Thematic study: targeting of direct beneficiaries for social wage programmes													
Component 3	Research & dialogue													
	Simple comparative VFM analysis of LRN programmes in Nepal													
	Scoping and VFM indicator definition													
	Data collection and analysis for overall programme VFM													
	LRN review													
Component 4	Impact assessment													
	Baseline dissemination activities													
	Midline household survey													
	Midline Reality Check Approach													
Component 5	Citizen centric monitoring pilot													

E. Organisational model

MEL will be managed by a small central team based in Kathmandu. The team will be responsible for the following:

- Engaging with MEL partners to identify learning and research needs.
- Commissioning and managing MEL activities.
- Organising the dissemination of MEL products, including through learning events, briefing notes and other publications.

Wherever possible, activities will be implemented in partnership with local service providers, including government agencies, researchers, NGOs and consultancies. Where international expertise is required, this will be provided or sourced by Itad.

The MEL management team to be composed of two full time staff:

- Team Leader.
- Researcher – with strong research and English writing skills.

In addition, administrative support will be provided by DECC (e.g. contracts, publications, travel, events, etc) on the basis of a 50% full time equivalent.