A programme supported by Government of Nepal and the UKaid

Community Development Programme (CDP)

IMPLEMENTATION GUIDELINES

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In Association with:
World Food Programme (WFP)
&
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1. INTRODUCTION

1.1 Background to Community Development Programme (CDP)

Ministry of Federal Affairs and Local Development (MoFALD) of the Government of Nepal and the Department for International Development in Nepal of HM Government of the United Kingdom (DFIDN) awarded Rural Reconstruction Nepal (RRN) the bid, through a global competition, to implement Community Development Program (CDP) in 18 districts of Nepal identified by MoFALD and DFIDN as the most backwards districts.

CDP builds on the experience of erstwhile DFID funded projects - Community Support Programme (CSP and CSP - II), which were successfully managed by RRN in association with other agencies between 2003 and 2010 (CSP) and 2010 and 2014 (CSP- II). CSP adopted ‘working in conflict’ implementation modality and CSP II transformed itself into ‘working in post-conflict’ modality. CDP’s implementation modality (and programme design) differs from both phases of CSP in that it seeks to strengthen local governance system in addition to provision of demand-based service delivery in the 18 districts.

The Community Development Programme (CDP) (also referred hereafter 'the program') is the Non-State Led Service Delivery Component of Local Governance and Community Development Programme (LGCDP). RRN is the lead organization with the United Nations World Food Programme (WFP) and Oxford Policy Management (OPM) as consortium members and will seek assistance from other organizations if specialist support is required.

The program commenced from January 07, 2015. The duration of the programme is 34 months (January 2015 - October 2017). The working districts of CDP are Saptari, Sunsari, Siraha, Dhanusa, Mahotari, Sarlahi, Rautahat, Bara and Parsa of Eastern and Central regions and Acham, Kalikot, Jajarkot, Jumla, Dolpa, Bajhang, Bajura, Mugu and Humla of Mid- and Far-Western regions.

Objectives of the CDP

The CDP is aligned to the objectives of LGCDP and will support the LGCDP policy framework with the overall aim of improving governance and reducing poverty.

Overall objective of the CDP is to strengthen local government systems. The program aims to make the local government system more capable through intensified support for 18 districts those have been identified as having particular problems delivering services due to a range of factors which include poor governance, political interference, remoteness, and insecurity among others.

To support the LGCDP framework, CDP will pursue the following key objectives:

- Support systems strengthening local governance mechanisms by providing complementary technical support to planning processes at District, Ilaka, VDC and Ward level
- Promote effective citizen participation in decision making process and enhance and strengthen the capacity and governance mechanisms of CACs/WCFs and strengthen social capital networks with the community
- Provide support to enhance transparency and accountability through demonstration of innovative social accountability tools.
- Strengthening the provision and delivery of public services to underserved areas within the aforementioned 18 Districts.
**Expected Outputs of the CDP**

The Outputs of the CDP will support the strengthening of local government system for effective service delivery in identified 18 districts through the pathways as follows:

- Poor and excluded people empowered to claim their rights and receive economic opportunity
- Strengthened Local bodies' structure, systems and processes to be inclusive, accountable and transparent
- Improved service delivery for poor and excluded people including disaster resilient infrastructures

**Programme Beneficiaries**

The direct beneficiaries of the deliveries and services are the deprived communities (DAG Communities of the VDCs falling in the ranks 3A, 3B and 4 as categorized by the respective DDCs) of the 18 districts.

**1.2 Purpose of the Guideline**

The implementation guideline has been formulated to provide direction and guidance to staff of CDP and reference to relevant stakeholders for the program (VDCs, DDCs, WCFs, CACs, local governments, line ministries, private sectors and development partners) with the details of process and procedures required to deliver expected outputs of the programme. The guideline will assist CDP team members to have a common understanding of the procedures and operational steps so as to manage the programme efficiently and effectively, with a focus on the “basic working components” of the implementation phase of the programme life cycle, thus ensuring the programme meets its stated objectives.

**1.3 Objectives of the Guideline**

The objectives of the guideline are as follows:

- To explain the governance and management structure of the programme implementation and the processes that are required
- To achieve a common understanding of the SOPs among donors, government agencies, CDP’s team and beneficiaries
- To maintain transparency of CDP’s standard processes and procedures among all stakeholders.
- To assist the program staff to understand the greater picture of the program and motivate them towards CDP context
2. GOVERNING PATTERN AND MANAGEMENT STRUCTURE

2.1 Programme Management and Coordination Structure

The overall management structure and approach of the CDP is aligned with the local governance framework of MoFALD to strengthen the local governance efforts. This alignment also serves the purpose of understanding the CDP as a non-state complementary component of the LGCDP.

NGO Facility/MoFALD chairs the Programme Coordination Committee (PCC) that will coordinate, facilitate and monitor the CDP activities. The PCC comprises of representatives from NGO Facility/MoFALD, LGCDP, DFID and RRN and will provide plans and progress reports regularly to Sub-NAC\(^1\) at MoFALD. PCC is also responsible for providing strategic guidance to PMU. NGO Facility is also responsible for coordinating with National Planning Commission (NPC), Ministry of Finance (MoF), and Ministry of Home Affairs (MoHA). NGO facility will review progress and provide strategic guidance to the programme.

\(^1\) A National Advisory Sub-Committee (Sub-NAC) is chaired by the division head of the Local Self-Governance Division of MoFALD and comprises of representatives of LGCDP’s partners as members.
Programme Management Unit (PMU), in coordination with consortium partners (WFP and OPM), is responsible for overall day-to-day management and implementation of the programme.

### 2.2 CDP’s Organogram and Institutional Arrangements

CDP has devised following programme management structure depicting hierarchies and chain of command to properly implement and manage its activities:

**Figure 2: CDP's Organogram**

**PMU**

**Major Roles and Responsibilities**

- Provide backstopping support to regional and district offices
- Ensure coordination and collaboration among government line agencies, DFID and stakeholders at central level including the PCC and Senior Management of RRN.
- Ensure that policy level coherence work takes place on governance and community development works; and provide guidance to regional and district team to promote coherence in order to enhance good governance
• Provide technical guidance to the CDP staffs in executing programme activities
• Oversee effective execution of activities that include information management, knowledge dissemination, monitoring and reporting, fund release, financial control, administration and human resources management and short-term and long-term consultation management

**Regional Offices**

**Major Roles and Responsibilities**

• Provide backstopping support and facilitation to district offices for the implementation of CDP’s activities
• Ensure proper coordination with regional level stakeholders that includes line agencies, LGCDP, development partners
• Oversee and supervise effective execution of programme activities including monitoring and reporting, accounting and book-keeping, logistics and procurement
• Maintain regular reporting to PMU
• Conduct semi-annual and annual review and planning meeting
• Share CDP’s learning and best practices at regional level, and learn from other institutions to improve on CDP’s working approaches to promote coherence on governance and community development works
• Share CDP’s progress status and submit reports to regional based government offices and LGCDP

**District Office**

**Major Roles and Responsibilities**

• Plan and implement programme activities in the district project areas in close coordination with CDP’s regional offices and PMU and with local governments and government line agencies including other stakeholders.
• Build linkage with NGO desk for obtaining necessary feedbacks and will deal with local communities where project activities will take place.
• Prepare district-wise plans and budget
• Prepare and share reportsto the DDC
• Promote district level coherence on governance and community development works
• Share CDP’s progress status in district government offices and LGCDP
• Manage all accounting records (ledgers) and inventory records in the district offices as per the Financial and Accounting Management Manual of the CDP and the organization.
• Interact and coordinate with and report to district stakeholders and its regional offices and PMU
• Provide support to build capacity of WCFs, IPFCs and others in regard to 14-steps planning process
• Facilitate users’ committees and CACs to implement project activities

**2.3 Operational Strategies**

CDP’s operational modality is based on project cycle management that includes planning, implementation, monitoring and evaluation - while at the same time aligning with the planning cycle of local bodies, i.e., 14-steps participatory planning process. Figure 3 provides the overall idea on how all stages of CDP’s are aligned with LGCDP using common framework on social mobilization, monitoring and accountability measures.
This modality aims to contribute to improve governance at all levels. In addition, CDP will work in such a way that it will contribute to improve coherence and minimize duplication of activities at district and VDC level. For this, CDP will facilitate in bringing together members from different sector especially I/NGOs and line agencies such as agriculture, livestock development etc., civil societies and private agencies in a common platform.

The identification of genuine poor and excluded community and people are the primary task as well as crux of CDP’s activities. Hence, CDP’s implementation process begins with identification of pocket areas/communities where poor and excluded people reside.

i. **VDC Selection**

- DAG VDCs in the ranking of 4 and 3 will be considered for the implementation of program activities. DDC and VDC will be consulted before identifying the working VDCs,

ii. **Identification of Target Group/Community**

- Selection of the VDCs is followed by identification of most vulnerable groups within the VDC.
o To identify most vulnerable groups within a selected VDC in rank 4 or 3, a meeting will be organized with key stakeholders (VDC Secretary, members of Ward Citizen Forum (WCF), Women’s Right Forum, local politicians, local community organizations, teachers, members of IPFC, social mobilizer of LGCDP and local people.

o The meeting will assess situation of VDC.

o Detail information of the CDP, its objectives, principles, values, approaches, working modalities and allocated budget for the VDC are disseminated in this meeting

- Underlying Causes of Poverty Analysis (UCPA) will be carried out by trained CDP and LGCDP staffs in 225 VDCs (135 in the Terai 15 VDCs/district and 90 in the hill 10 VDCs/district). In rest of the VDCs, UCPA reports produced by other agencies will be referred to and, if required, social mapping exercises will be carried out in consultation with key informants (VDC Secretaries and representatives from WCF).

- Beside UCPA and Social Mapping Exercises, other criteria that may be used to identify target groups/community are:
  - Settlements without CACs
  - Population of poor and excluded people in the settlements
  - Remoteness of the settlement within the VDC
  - Vulnerable communities/settlements

iii. CAC Formation and Mobilization

- **Assessment of Existing CACs:** CDP’s district team analyze the situation of existing Citizen Awareness Centres (CACs) in the identified VDCs. Assistance of VDC secretary and social mobilizers of LGCDP may be utilized for this purpose. This assessment will provide clear analysis on creating new CACs and strengthening existing ones.

- **Formation of new CACs:** During the first meeting in the VDC, communities are well informed that the identified communities for CDP will have to initiate the project concept reflecting their problems and needs. In this context, CDP will form new CACs in close coordination with Social Mobilizers of LGCDP. While forming CACs and selecting its members, participatory approach will be used and following aspects will be given due consideration:
  - Adequate representation of poor and marginalized (at least 60% women participation) with the priority given to vulnerable groups, dalits, ethnic communities, conflict affected and single women.
  - CAC members should not exceed 30 households/members as outlined in MoFALD’s Resource Mobilization Guideline 2071.

These CACs will be recognized by VDC.

- **Mobilization of CACs:** CACs will be mobilized by a trained Local Resource Person (LRP) who will be hired by the programme on a contractual basis. LRP will facilitate REFLECT (Regenerated Frerean Literacy through Empowering Community Technique) sessions, initiate and manage discussions, develop action plans to address identified issues and mobilize CAC members to implement plans. In order to build capacity of LRP to conduct REFLECT sessions, CDP will train them on the areas such as social mobilization, UCPA tools, good governance, Right Based Approach, social inclusion, REFLECT teaching pedagogy and Disaster Risk Reduction.

LRPs will conduct weekly REFLECT session for 52 weeks following the guidelines provided in the training manuals developed by LGCDP. The sessions will be held for 3-4 hours once a week and the date/day will be decided in consensus among CAC members and availability of their spare time.
iv. Demand Collection

- This stage of CDP’s implementation involves facilitation of community members to assess situations (needs and potentials) and determine priority issues/activities. Demand for the projects from target beneficiaries will emerge through CACs and those demands will be processed for endorsement in planning process through WCF.

v. Project Identification, Selection and Approval

RRN will adopt bottom up and participatory approach in identifying, selecting, implementing and managing all of its project activities through the government planning process as appropriate.

a. Disaster Resilient Basic Service Infrastructures

The CDP will provide support to construct a number of disaster resilient basic service infrastructures and also the CDP will focus on the need and demand based infrastructure projects as decided by the targeted community. Following process will be adhered to while implementing and managing infrastructure related projects:

1. Identification of Projects and Submission to WCFs

CDP will facilitate CACs to identify prioritized demands in consultation with other community people/households in the meeting and assist them to submit their demands to WCF using the proposal format of VDC. The CDP will complement LGCDP in this entire process of demand collection and ensure that the entire P&E community, not just CAC members, gets benefitted from the project.

2. Prioritization of Projects by WCFs and Submission to VDC’s IPFC

Each ward has WCF under social mobilization and community development component of LGCDP. As per the local government planning process, CAC puts forwards its demand to WCF which they will prioritize and then submit to VDC’s IPFC.

3. Prioritization of Projects by IPFCs and Submission to VDC Council

IPFC will be further assess, prioritize, select and forward these demands to VDC Council for its approval. IPFCs compile projects from nine Wards of the VDC.

4. VDC Level Planning and Approval

The proposals submitted by IPFCs are discussed in Village Council and they set out their priority. The list of priority is matched with the availability of funds in the VDC. Some proposals are fully funded by VDC budget. For the projects beyond their funding capacity, they search for partnership and will accordingly request CDP to support the proposal.

5. Ilaka Level Committee Meeting

For the projects that are beyond the endorsement capacity of VDC Council, they will be forwarded to Ilaka Level Committee. The meeting will review the projects and forward to the DDC for selection, approval and endorsement.

6. Approval from District Council

Upon assessment and review of the projects by DDC the selected proposals will be forwarded to District Council for the final selection, approval and endorsement.
7. Feasibility Study

Feasibility study of the approved project will be carried out through the collection of survey information on geographical location and baseline information on total households, ethnicity, poverty, remoteness etc.

8. Development of Project Proposal

The technical team of CDP’s district office will visit the site after the feasibility study of the project is completed. This visit is done to prepare a detail design and cost estimate of the selected project. The total cost estimated for the project should be shared with the users/committees. On the basis of this report, the district office will prepare the project document which will be sent to regional office which, upon verification, forwards to PMU for approval.

9. Initiation of Project Implementation Activities

Following the approval from PMU, the project implementation will be initiated. Users Committees will implement the approved project and CDP project team will facilitate the whole processes after signing MoU with UCs and VDC/WCF.

10. Formation and capacity enhancement of user committee/sub-committee

CDP’s district office, in collaboration with VDC, invites community members of the accepted project to attend the meeting to share the information about the project. During the meeting, a User committee will be formed constituting of 7-11 members. Beside the UC, six other Sub-committees (3-5 members in each group) will be formed for ensuring full participation of community members, for the smooth implementation of the activities and for maintaining check and balance in the project. These Sub-committees are:

- Procurement sub-committee
- Finance/account sub-committee
- Inventory sub-committee
- People mobilization sub-committee
- Monitoring sub-committee
- Public audit sub-committee

If the project areas already have users committees, the existing committees will be supported/strengthened. If no such committees exist, new UCs will be formed/mobilized in consultation with CAC/WCFs through the mass meeting. However, the groups should be inclusive with at least 40% women in key positions.

This process assumes that all members of user committees/sub-committees will have general knowledge and skills on technical, managerial, social and financial aspects before initiating the construction of accepted infrastructures. Hence, CDP’s district office will organize orientation sessions to impart the knowledge including following components:

- Pre-construction and post-construction management
- Care and maintenance of infrastructural projects such as irrigation, micro-hydro and drinking water
- Gender equality and Social Inclusion (GESI), DRR and Right-Based Approach (RBA), public audit, Inventory record keeping, procurement process, account keeping etc.
11. **Project implementation and management**

Entire project implementation and management could be divided into following three phases (Please refer to “Illustrative Practices for Managing Community Development Programmes” booklet published by CSP-II, RRN for details):

- Pre-construction phase
- Construction phase
- Post-construction phase

In each of these phases, CDP will conduct public audits - first public audit in pre-construction phase; mid-term public audit during construction phase and final public audit in post-construction phase.

For the infrastructural projects such as trail bridges and micro-hydro, if required, CDP will search for and enter into collaboration with agencies (development partners or line agencies) that have expertise and have been working in CDP’s programme areas. The possible option of joint funding for those large-scale projects with those agencies will also be explored if CDP does not have enough funds.

**b. Social Mobilization and Livelihood Programme**

CDP has adopted and will further reinforce transformational approach to social mobilization process of LGCDP-II by promoting community ownership for its development interventions. Through the social mobilization and livelihood activities, different strata of people, particularly DAG communities will be supported and empowered to fight against the anti-social behaviors such as dowry system, child marriage, chaupadi, domestic violence against women, gender and caste discrimination, social and communal conflict etc. In addition, Livelihood Improvement Programme (LIP) aiming at CAC members will be developed that will contribute to improve the economic situation of targeted beneficiaries through both on-farm and off-farm income generating activities and training programmes.

In order to promote coherence to enhance good governance, social mobilization will be cross-cutting component for all output related activities. For this, CDP will support DDC to bring in several entities including NGO Coordination Committee/NGO Desk, District Social Mobilization Committee (DSMC), line agencies/sectoral agencies, civil societies and private sectors in a common platform to discuss and harmonize activities related to 14-steps participatory planning process.

- **Social Mobilization**

CDP will practice Social Mobilization as a strategy through CACs to enhance development effectiveness by mobilizing local people, which promotes ownership to development interventions, enhances accountability of the service providers and ensures sustainability. The stages of Social Mobilization process involves: Assessment of existing CACs for livelihood activities; Selection of households/individual for livelihood activities; Selection of LRPs; Training of LRPs and Conducting REFLECT sessions.

- **Livelihood Improvement Programme**

CDP will provide grants to needy CAC members through CAC to initiate income generating activities under Livelihood Improvement Programmes. Chances of default by the grant recipients are low in this case as the entire process of LIP will be facilitated by CACs and WCFs and they will be held responsible for any misuse and mismanagement of funds and thus ensuring accountability.

Following process will be adhered to while implementing activities in Livelihood Improvement component:
i. **CACs selection**: Among the CACs formed by CDP, some will be selected for providing orientation/training on Livelihood Improvement Plan on the basis of their household economic survey, maturity (regular REFLECT sessions, regular meetings, savings, access to service providers and involvement in social activities) and resource availability. Upon availability of resources, CDP will channelize funds for conducting LIP in CACs formed by LGCDP as well. The selection of CAC for livelihood will be based on concept and criteria mentioned in the inception report.

ii. **Assess the Livelihood Situation of Selected CACs**: Once the CACs are identified, their livelihood situation including need and potential will be assessed.

iii. **Selection of Micro-Enterprises**: As the CAC members conduct their livelihood need assessment they will identify and select potential micro-enterprises. For this, several meetings and discussions will be held with CAC members in order to facilitate and finalize micro-enterprise selection process. Once the demands are received, CDP team will assess them from the technical and market feasibility standpoints. Priority will be given to utilize locally available resources and to those individuals and households who fall in the lowest strata of the community measured by well being ranking using RRN's format.

iv. **Orientation/Training on Livelihood Improvement Programme (LIP)**: Selected CAC members will be provided orientation/training to prepare livelihood improvement plan for on-farm as well as off-farm activities so that they can prepare LIP on the basis of their locally available resource and demand.

v. **Skill-Based Training to CAC members**: Based on the selected micro-enterprises, CAC members will be provided training on required skills and stakeholder analysis. Skills required for running micro-enterprises will be identified using a participatory process based on potentiality and activity selection. Selected potential entrepreneurs will also be trained on entrepreneurship skills that will aid entrepreneurs to take risk, to select activities/services based on market potential, to prepare business plan, and to promote innovation and change.

vi. **Livelihood Improvement Programme**: Upon completion of the training, a detailed Livelihood Improvement Programme (individual or collective) will be developed for the selected micro-enterprises.

vii. **Implementation of LIP**: After providing the training, CAC members will also be given required inputs (materials) to initiate on-farm and off-farm activities.

viii. **Monitoring**: Regular monitoring of livelihood activities will be done through public-audit as required for input distribution and training.

ix. **Record-Keeping**: CACs’ individual members will maintain activity-wise records of all income and expenditures in a diary.

x. **Sustainability of Livelihood Improvement Programme**: To ensure sustainability of the LIPs, it is very necessary that those entrepreneurs should be regularly updated on technical know-how and should be linked with financial institutions and markets.

c. **Strengthening Local Governance Capacity**

CDP will work to enhance the relationship with and strengthen the capacity of local government bodies (WCF, IPFC, VDC, DDC and other relevant committees at the different level) in alignment with LSGA’s 14-step participatory planning process as they are the main actors of local development. CDP will also support local governments in policy influencing and implementation working with others to reform the current system to ensure coherence amongst all sectoral agencies for more effective mechanisms for accountability and efficiency of service delivery. For this, CDP will:
- Support DDC to organize NGO Coordination Committee/NGO Desk meeting at district level
- Support DDC to organize regular meetings with District Social Mobilization Committee
- Support DDC to organize meetings/workshops with line agencies/sectoral agencies, civil societies and private sector organizations at district/Ilaka and VDC levels to discuss and orient them on the local level planning (14-steps planning process)
- Support capacity development of local government staffs on developing Village Development Periodic Plans (VDP)
- Support DDC in reviewing and revising the DAG criteria and DAG VDCs
- Support VDCs for IPFC’s training, WCFs’ training and training on good governance etc.
- Provide support to strengthen capacity of NGO Facility/MoFALD
- Share project completion reports with VDC and DDC
- Develop record keeping systems in VDC and DDC
- Share, document and disseminate examples of best practices and lessons learnt of CDP with VDC and DDC

**d. Disaster/Climate Change Resilience**

CDP will work in close coordination with District Disaster Relief Committee (DDRC) to capacitate the community for climate and natural shock resilience. In each programme district, at least three VDCs will be identified in consultation with DDRC. CDP will refer to Vulnerability Risk Mapping that could be obtained from DDRC while selecting the VDCs. However, priority will be given to DAG 3 and 4 VDCs. All activities under disaster will be implemented under the framework of Flagship 4 and HFA. Some of the major activities that the programme will perform to resist climate and natural shock:

- Access to DRR information
- Coordination with DDRC and DDC
- Mapping of high risk communities
- Conducting Vulnerability and Capacity Analysis (VCA) exercises
- Facilitating the design and execution of Local Disaster Risk Management Plan (LDRMP)
- Mobilize communities from high risk Location to develop community action plan and form Community Based Disaster Risk Management Committee(CBDRMC)
3. MONITORING

CDP will adopt three-tier monitoring system that is considered as three levels of monitoring (a) community-led monitoring; (b) monitoring by programme team; and (c) joint monitoring. Furthermore, OPM will provide monitoring support to CDP as a consortium member and independent monitoring will be arranged by DFID.

3.1 Community-led Monitoring

During the implementation of the project, mainly for disaster resilient infrastructures related components, the user groups will form monitoring sub-committees for every sub-project (schemes). The sub-committees will be trained to enhance their skills on monitoring aspects of the activities taking place for execution of the infrastructure-related sub-projects. CACs will also have support committees to run activities under CACs.

- Community Scorecard (CSC) Monitoring: CSC will be used to make responsive the basic service delivery from service providers at local levels. CSC will have three steps to monitor quality services by service providers i) orientation meeting with service providers and beneficiaries which will set monitoring/scoring indicators jointly, ii) scoring on the agreed indicators from both service providers and beneficiaries and iii) interface meeting at local level to discuss on the scorecards and further planning for quality improvement of the basic services. At the community level, CACs and WCFs will be encouraged to build their capacity to oversee local governance and service delivery through CSC.

3.2 Monitoring by Programme Team

CDP’s staffs will be responsible for overall day-by-day project monitoring at field level. They will produce project reports and submit them to concerned authorities. At the same time consortium partners will monitor project activities at field level periodically; will provide their feedback and will contribute to policy feedback for project implementation.

3.3 Joint Monitoring

Joint monitoring visit will be conducted to exchange the learning and feedbacks for further improvement. The visit will be organized by the NGO facility, DDC and VDC at national, district and VDC level respectively in the CDP’s support. In the visit, the stakeholders includes MoFALD, NPC, MoF, DFID, RRN and its consortium partners. Similarly, at district level, annual joint monitoring will be organized with Local bodies (VDCs/DDCs) and district level line agencies including political parties, media persons etc.

3.4 Monitoring by OPM (consortium member)

OPM will also monitor and assure quality of the programme. They will support RRN in monitoring and building capacity of RRN in monitoring.

3.5 Independent Monitoring

This programme will be monitored independently which will be managed by DFID.
4. QUALITY ASSURANCE

To ensure quality of its projects, CDP will strictly abide by following set of practices:

- Follow the rules, regulations and guidelines of Government of Nepal while implementing. The activities such as;
  - Building codes developed by Government of Nepal will be referred to and used while building schools, health post and community buildings. This factor will support to make these structures disaster resilient.
  - Social Mobilization Guideline developed by MoFALD will be consulted for organizing REFLECT sessions in CACs.
  - Manuals on strengthening good governance practice published by MoFALD will be referred to while conducting trainings in WCFs, IPFCs, VDCs and DDCs.
  - Rules and regulations developed by DDRC and NRCS will be referred to while implementing disaster reduction related activities.

- Recruit well qualified, experienced technicians and programme staffs for the implementation of projects. Besides, overseeing construction of infrastructures, these personnel will provide training on pre-construction and post-construction management to user group members.

- Consult, coordinate and collaborate with district based line agencies for the implementation of livelihoods improvement programme.

- Organize capacity development trainings relevant to their respective thematic activities.

- Demand quality assurance certificate from external material suppliers and ensure that the materials such as cements, iron rods, corrugated sheets, pipes (HDI, GI), and gabion wires meet the prescribed criteria. In addition, quality test of these materials will be done in central, regional and district labs of Government of Nepal.

- Regularly monitor programme activities in different levels. Community monitoring, programme staff monitoring and joint monitoring of programme activities in the district will provide a sense of accountability, transparency and an assurance of quality. District Technical Officer (DTO) of the DDC will also be involved in monitoring activities and sharing of information as required in the district. Thematic officers of CDP’s district office will also support to maintain quality of work in the field.
5. STANDARD GUIDELINES

- CDP will use 53 grade OPC cements and either NS or IS certified TMT iron rods for the construction projects.
- It is very difficult to ascertain the exact size of infrastructure projects from the unit cost as it varies from location to location even in the same district. However, in general, following table shows the unit rate from the planned cost of different infrastructural projects:
6. DOCUMENTATION AND DISSEMINATION OF LESSONS LEARNT AND BEST PRACTICES

To enhance wider community development efforts and to promote good governance, CDP will improve documentation and sharing of results, lessons learnt, best practices and case studies among local, regional, national and international stakeholders (VDCs, DDCs, other district line agencies, LGCDP, NGO Facility/MoFALD, line ministries, DFID and national and international development partners) through relevant communication channels. For this CDP will,

- Organize coordination meetings and joint monitoring visits
- Support NGO facility/MoFALD and programme districts to organize exposure visits to programme areas
- Support NGO facility/MoFALD to organize coordination and sharing meeting at national level
- Regularly publish and share thematic, periodic progress reports, monitoring reports and study/survey reports
- Compile, publish and share success stories on positive changes resulted by the intervention of the programme
7. REPORTING

7.1 Reporting to DFID

- Monthly financial invoice will be submitted by PMU to DFID against deliverables using log frame output/activities.
- Trimester progress report will be submitted to DDC, NGO Facility/MoFALD, DFID and RRN.
- Trimester financial report along with summary of progress will be submitted to DFID and MoFALD/NGO Facility.
- Annual progress and financial reports will be submitted with annual certified audited report. Asset records will be maintained and assets verification report will be provided on a semi-annual basis.
- Prior to the completion of contract, a programme completion report will be submitted to DFID in DFID's standard format abiding by the government and DFID requirements.

7.2 Reporting to Local Bodies

- CDP’s district office will submit trimester progress reports to the DDC. All relevant information as asked by VDC, DDC and line agencies will be included. Besides, all planned programme activities will be endorsed in DDC council prior to the implementation.

7.3 Reporting to PMU by District and Regional Offices

CDP’s district offices will submit all reports to respective regional office from where they will be compiled and scrutinized and will be forwarded to the Programme Manager at PMU.

Deadline for submission of final reports:

- Monthly, within three days of next month of reporting month (narrative)
- Monthly milestones-wise reporting with photographs, meeting minutes, letter from the relevant organizations for verification of payment (financial)
- Trimester, within seven days of next trimester’s first month (narrative)
- Trimester, within Seven days of next trimester’s first month (financial)
- Annual, within 15 days of next year’s first month (narrative)
8. GRIEVANCES AND COMPLAINTS REDRESSAL MECHANISM

CDP will develop Grievances and Complaints Redressal System to receive and process complaints from stakeholders and take corrective actions on any issue raised by them with regard to CDP to avail services more effectively. Development of this mechanism will provide a way to reduce risk for CDP, offer communities an effective avenue for expressing concerns and achieving remedies, and promote coherence and a mutually constructive relationship. Furthermore, local bodies, particularly VDCs, will be encouraged to adopt this practice. For this CDP has envisaged following activities:

- One toll-free telephone line will be exclusively dedicated to register complaints at RRN Head office. Two persons will be designated with the responsibility of handling complaints. Those staffs will ensure that grievances are computerized and acknowledge promptly through a unique identification number of reference in future; monitor the progress of disposal of the grievances and complaints; fix time limit for the disposal; deal with every grievances and complaints in a fair manner.

- Complaints box will be set up in all central, regional and district offices of CDP and in addition, the boxes will be set in DDC/VDC as well in coordination with DDC/VDC.

- VDC offices will be encouraged for setting up such mechanism

- Fliers detailing information, guidelines and processes on Grievances and Complaints Redressal Mechanism will be published and distributed in the CDP’s working VDCs and districts. Contact details of the CDP’s designated person handling complaints will also be included in the brochure.