

An Evaluation Report of

United Nations Volunteers support to Local Governance and Community Development Programme II in Nepal (ICT volunteer component)

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Acronym and abbreviations

ASIP	Annual Strategic Implementation Plan
AWP	Annual Work Plan
CCTV	Closed Circuit Television
DDC	District Development Committee
DPs	Development Partners
ICT	Information and Communications Technology
IoE	Institute of Engineering
LBs	Local Bodies
LFA	Logical Framework Approach
LGCDP	Local Governance and Community Development Programme
MCPM	Minimum Conditions and Performance Measures
M & E	Monitoring and Evaluation
MoFALD	Ministry of Federal Affairs and Local Development
NPC	National planning Commission
PCU	Program Coordination Unit
PPSF	Policy and Programme Support Facility
RCU	Regional coordination Unit
SIP	Strategic Implementation Plan
SMs	Social Mobilizers
TOR	Terms of Reference
UNJP	United Nations Joint Programme
UVS	University Volunteer Scheme
UNV	United Nations Volunteers
WBRS	Web Based Reporting System

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Executive summary:

Introduction

In 2014, the Government of Nepal Ministry of Federal Affairs and Local Development initiated the Information and Communications Technology (ICT) component within Local Governance and Community Development Programme II (LGCDP II) to support the digitization of government procedures, build capacity of local body staffs in order to support outputs of Local Governance and Community Development Programme II (LGCDP II) and ultimately contribute to improved e-governance of Nepal. The component was supported by university youth volunteers who are engineering graduates from Tribhuvan University, Institute of Engineering (IoE). The component focuses on volunteering as a strategic approach to community volunteer mobilization embedded in local governance to reach the most marginalized across the country.

The primary objective of this evaluation was to assess achievement & other aspects such as management approach and generate lessons and recommendations to guide future decision making, planning of activities and strategic inputs for programme implementation on volunteerism and ICT. The review was based on five major areas of evaluation namely – relevance, effectiveness, efficiency, sustainability, achievement and a volunteer support area which was the main implementation approach of the programme support.

Methods

The review basically adopted non experimental pre& post-test design using both quantitative and qualitative study methods. One District Development Committee (DDC) & one municipality was chosen from each Regional Coordination unit (RCU) using purposive sampling method with an aim to include samples from all the respective RCU. The Programme Coordination Unit (PCU) and MoFALD at the centre were other sampling units. The total samples were 40 which included 3 central level stakeholders, 7 United Nations Volunteers (UNVs), 12 Information and Communications Technology Volunteers (ICTVs) , 12 Local Bodies (LBs) staffs, 3 Social Mobilizers (SMs) and 3 beneficiaries. Data were collected using primary and secondary data collection tools such as semi - structured key informant interview questionnaire, exit interview questionnaire, observation checklist and progress sheets.

Findings

Relevancy

- The objective to support public information access in a simple and transparent manner was found in line to right to information act, 2007 and local self-governance act, 1999. When reviewed in reference to IT policy, 2010 and national ICT policy, 2015 the support strategy and activity was found limited in enhancing government readiness, accountability, ownership, setting defined ICT standard & guidelines.
- The ICT need assessment survey, 2014 outlined some evidence which was found useful to some extent in setting activities at local body level.
- ICT support was found to be cross cutting to the LGCDP II program component. But no such clear and distinct ICT related outputs and indicators were found in the core LGCDP II project framework except capacity building. Some activities were found in LGCDP II Annual Work plan (AWP).
- The partnership in between MoFALD, UNV and IoE was found to be a good initiative to link University with local development programs. However in some part, the partnership was not found clear in terms of responsibilities and coordination.

Effectiveness

- Stakeholders at all level were found positive towards the ICT support. Initiation of technology based official practice and its use in data management, reporting and documentation was found useful.
- Different activities were performed since the operation of ICT support component. But this was not found to be uniform. Further no such detail activity plan with target was found under this component. Also no ICT indicators were defined in relation to the LGCDP II outputs.
- Management approach was found very general. Some practice of monthly plan and achievement were found in the annual report submission.
- Monitoring and supervision was also very general and was mostly need based both at PCU & RCU level. The monitoring support from central PCU level was relatively minimal than planned.

Efficiency

- Government officials appreciated the capacity of UNVs/ ICTVs in managing and sorting out ICT related problems. Most of the ICTVs reported that they are capable of performing their task with some specific support from RCUs UNVs.
- The support component lacked target Vs achievement plan which could not provide specific avenue to analyse activity completion in a timely manner. In general, the basic set up and capacity building activities were found to be performed in the initial year of the programme.
- Local bodies staffs were found to be performing their routine task of recording, reporting, data management using software. However in most of the places they are still not independent to perform website updates, social media updates, resource mapping and technical trouble shooting.
- Efficient use of technology for communication were found among UNVs / ICTVs only such as google groups, google hangout. The practice of printer sharing using printer server were found in local institutions (DDC, municipality)
- UNVs / ICTVs were also found supporting the newly declared municipalities which are closer to working area.

Sustainability

- Most of the local bodies could only perform basic ICT based work. The need of ICT support in more systematic approach was found to be apparent in most of the local bodies.
- The ICT support exit plan was found to be one of the concern of UNVs / ICTVs. However no such plan was found. Also no any exact continuation plan was found in support to this component.
- The review also found some basic orientation on computer skills and IT to social mobilizers and VDC officials beyond the district headquarter hub. But no such plan was to roll this effort at community levels was found.
- The ownership of the ICT support was found minimal. Few evidence of self-demand for support, initiation and resource allocation for specific ICT activities were only found in local bodies.

Expected Impacts / Effects

- Basic IT system set up and its use in official operation was found to be one of the significant changes which government aimed since long.

- Online use of data reporting was also reported as one of the significant change in government reporting system.
- Availability of information and data through websites, social media were also another major achievement. Most importantly some key decision of local body council meetings was also found available through local body websites.

Volunteerism

- UNVs /ICTVs role was found to be appreciated as that of regular staffs by most of the local body and MoFALD / LGCDP II staff.
- Both UNVs/ ICTVs reported learning opportunity in terms of technical exposure and understanding developmental program.
- The promotional activity related with the volunteerism was found to be limited. Only 2 RCU reported to have promotional event once. Some local body also reported few such events.
- Official recognition / appreciation to the volunteer support was found lacking
- Review of volunteers ToR to make it more defined was emphasized by most of the volunteers. This was also realised by the LGCDP II personnel.

Conclusion

The review found some primary level of progress in terms of intended ICT support objective. The initiative has given the young graduates an opportunity to learn and practice which is useful in terms of capacity development, support and local development. However the support component needs proper attention from management perspective to reach the aimed objective of the ICT support.

Recommendations

- Clear and specific support framework needs to be developed to make the initiative more meaningful and result oriented.
- The terms of reference (ToR) of both UNVs / ICTVs needs revision to make their role and responsibility more clear.
- Linking the ICT support with comprehensive e-governance would make this initiative more meaningful rather than limiting to support activity.
- Proper implementation guideline needs to be developed for smooth and uniform operation of ICT activities.

- More systematic and organised approach of program management needs to be adopted in terms of setting target and achievement in a phase wise manner. Similarly M/E support matrix for the component needs to be developed to make the support more clear in terms of monitoring support & evaluation.
- Integration of key ICT indicators in central MCPM would initiate sense of responsibility and accountability among local body staffs.
- Progress reporting of ICT related works needs to be done at local body level to keep them informed about progress and necessary initiatives to be taken.
- Communication and coordination in between partners must be taken in a frequent and a regular basis to review progress and set strategy to move forward.
- Practice of review and reflections needs to be regularised in order to identify progress and challenges. Similarly, the progress and challenges needs to be analysed and shared.
- Practice of early programme review and planning prior to council meeting must be initiated. The meeting must include local body staffs and focal persons.
- District focal points and chief executives of both municipality and DDC have major influence in implementing the ICT and related components beyond basics. Therefore this must be management priority to move things forward in most of the districts.
- Appreciation and recognition activity must be initiated in order to motivate volunteers. Apart the volunteer promotion activities must be made mandatory with adequate resource allocation to promote volunteerism.

1. INTRODUCTION

1.1 Background

The increasing use of technology today has eased interactions, improved information and communication more than ever before. The subsequent use of information and communication technology for interactions among public entities, civil societies, and communities has given rise to new paradigm of governance called e - governance.

E - Governance is “the application of information Technology to the processes of government functioning to bring about simple, moral, accountable, responsive and transparent government”.¹ It came as a quest of making the public institutions more transparent, accountable, and efficient for the better delivery of public services.¹ Using ICT as a tool helps to improve governance to be more effective and transparent.

In Nepal, different sectors are in process of introducing ICT to improve their service and performance. With this, the Government of Nepal (GoN) aimed to launch ICT support component in its national level Local Governance and Community Development Programme (LGCDP). The Local Governance and Community Development Programme (LGCDP) is a national programme which is being implemented by the Ministry of Federal Affairs and Local Development (MoFALD) and supported by several developmental partners, including the United Nations Volunteers (UNV).⁵

1.2 Project detail

The UNV support to Local Governance and Community Development Programme (LGCDP II) has been implemented in Nepal since 2014.⁴ The purpose of this support is to contribute towards improved e-governance in the country through the effective implementation of information and communications technology (ICT) components by ICT volunteers.⁸

The specific objectives of the UNV support (in line with the overall LGCDP programme) are:

- To strengthen the capacity of communities and community organisations to participate actively and assert their rights in local governance processes

- Through direct support to the process of digitization of working procedures in DDCs and municipalities to enhance the delivery of basic services at the local level
- By providing university youth volunteers with a possibility to gain basic professional experience as volunteers in the field of local governance to improve their future employment opportunities with particular focus on a potential careers as civil servants
- To strengthen the institutional and human resource capacities of Local Bodies and central agencies involved in local governance by deploying 133 University youth volunteers to DDCs and Municipalities
- To improve access to and quality of local infrastructure and other socio-economic services administered by local bodies

The UNV ICT volunteer support technical assistance pillar one of LGCDP II Outcome 1: Effective Implementation of LGCDP II at all levels of the Government and its outputs:

- Output 1: Programme Coordination Unit (PCU) strengthened and fully operational
- Output 2: Regional Coordination Unit (RCU) established and operational
- Output 3: Technical support provided to Local Bodies (LBs)

In addition, under technical assistance pillar two, Outcome 2: Improved Policy Advice and Capacity Support for Development for better overall Service Delivery at the Local Level, the UN volunteers support the following:

- Output 5: Strengthen overall capacity of MoFALD to manage TA (including volunteers)
- Output 6: Capacity of national and sub-national institutions to manage and implement local service functions is strengthened

Finally, UN volunteers contribute to technical assistance pillar three, Outcome 3: Greater efficiency and effectiveness in programme coordination and oversight:

- Output 8: Efficient and effective quality assurance, programme monitoring, documentation and evaluation is provided to ensure the LGCDP II delivers stated outcomes and outputs.

Thus, the ICT UNV component is part of the overall Policy and Programme Support Facility (PPSF) of LGCDP II and follows its M&E framework to ensure consistent

measurement throughout its Annual Work Plan (AWP) and the Annual Strategic Implementation Plan (ASIP) as part of the Strategic Implementation Plan (SIP) and its logical framework.^{6,7}

The UNV project activities are defined as a separate component of the overall UN Joint Programme, and are implemented jointly with the LGCDP Development Partners (DP).

Within the overall strategic framework of UNV, each of the UNV project component is expected to achieve the following specific outcome:

- Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes

To support the project activities, 2 National UN ICT volunteers are deployed at the central level in the Programme Coordination Unit and provide technical assistance on Information and Communications Technology (ICT) to MoFALD at the central level under the supervision of the National Programme Manager (NPM) of LGCDP II. In addition, they coordinate 6 National UN ICT volunteers in the Regional Coordination Units (RCU) who train and coach 133 ICT volunteers at the District Development Committees (DDC) and municipalities to deliver quality and timely assistance to local bodies.^{4, 9}

1.3 Objective of the evaluation

The overall objective of this evaluation was to generate lessons learnt from volunteers and local government, best practices and recommendations to guide decision-making for future actions in the area of volunteering to deliver ICT related activities in local governance and community development program.

1.4 Scope of the evaluation

The evaluation aimed to provide thorough evaluation on the specific UNV component of the LGCDP II programme to explicitly assess and document the achievements, effectiveness, efficiency, relevance, coherence and sustainability of all UNV interventions in the programme to date. In terms of outputs, the evaluation focused on the effect of the volunteer support to public service delivery to communities and

on the quality of community participation in local governance, as a result of the project activity. The evaluation covers the programmatic, management and succession parameters of the support component.

2. APPROACH AND EVALUATION METHODS

2.1 Approach

The evaluation was carried out in close coordination and support from program coordination unit & regional coordination units. Participatory approach with systematic method was used to ensure full participation of the concerned stakeholders and project staffs during the process. The “Right to information” to the respondent was honoured and the confidentiality of their response was maintained.

2.2 Evaluation criteria and questions

The entire evaluation was based on the following six criteria. Each criterion was proceeded by evaluation questions (general & specific) to assess the given objective and scope of work.

Relevance

General question:

- Has the UNV support been relevant component to the LGCDP II program?

Specific question:

- Is the support relevant in terms of need and priorities?
- Is the approach, modality relevant in terms of implementing context?
- Is the support component aligned with in the program framework at national and local level?
- Are the partners and stakeholders committed and supportive to the ICT component?
- What are the constraints under which the UNV support component functions?
- What relevant lessons emerged from this project which can inform UNV projects in similar areas?

Effectiveness

General question:

- To what extent the ICT component been effective to achieve the program objective?

Specific question:

- What is the stakeholders impression on program effectiveness through the current approach?
- To what extent were the outputs of UNV/ ICT component achieved?
- Have the support reached the area with greatest need?
- How particular needs of the least performing districts were taken into account in design, implementation and monitoring / supervision support?
- What are the major factors that have influenced achievement or non-achievement?

Efficiency

General question:

- Has the UNV / ICT component support been adequately delivered in terms of inputs and timeline?

Specific question:

- Has the support component or target activities been implemented within the timeline?
- Has the support component been useful to build up the institutional capacity for service delivery?
- Has the project stakeholder or authority taken prompt action to solve implementation issue?
- Was there any identified synergy or linkage between UNV or LGCDP II core program to reduce cost while supporting result?

Coherence and Sustainability

General question:

- Has the ICT support resulted in establishment of capacity in coherent and sustainable manner?

Specific question:

- Are the changes introduced durable and likely to go beyond UNV assistance?
- Is there evidence of ownership at national and local level?
- Has the support component clearly defined exit strategy or plan and has it been implemented or is in process of implementation?
- What is the possibility of continuing the current support or implementing modality?

Expected impacts / Effects

General question:

- What has ICT support resulted in LGCDP program outcome?

Specific question:

- What verifiable result has the support delivered in terms of system set up, service improvement, transparency and accountability?
- What other results did the UNV / ICT support achieve so far?
- What factors played role in achieving those outcomes?
- What were the most significant changes that this project has helped to generate?
- Has this support component made any difference to the beneficiaries in terms of information access and reach?
- How many people benefitted from the UNV/ICT volunteer support?

Volunteerism

General question:

- How far has this volunteerism approach been useful in achieving program goal and stimulating volunteerism?

Specific question:

- What is the contribution of UN volunteers / ICT volunteers to the outcomes of the project?
- How did UN volunteers contribute to stimulating national/ local volunteerism?
- What was the participation of volunteerism in general and on inclusion basis (gender)?
- What were the challenges faced by the volunteers while coordination at central level and local body?
- Has this support component been useful in developing capacity of UN / ICT volunteers and local body staffs?

2.3 Evaluation design and Methods

The study adopted non-experimental pre & post-test design. It followed mixed method approach (both quantitative and qualitative) to answer evaluation questions. The study used some relevant and application data from ICT assessment survey conducted in 2014 as pre-test (before intervention) and project data after intervention as post -test. The post-test covers data till May, 2016.

2.4 Study area

District under each regional coordination unit (RCU) was the study area. The study covered at least one district from each RCU.

2.5 Study population

The study population were concerned stakeholders, UNV / ICT volunteers from national to local level. The detailed study population is in **Annex 3**.

2.6 Sampling method and sample size

The study primarily adopted non-probability sampling method which was purposive in nature. Yet it followed the principle of representativeness to include samples of different characteristics (such as - one district from each RCU, district with or without RCU station, district performance).

The total number of sample was 40. The disaggregated study sample with study population is given in **Annex 3 & 4**. Further, the study also used project report data from all six RCU catchment area (75 DDC & 58 municipality) to analyse effectiveness component.

2.7 Data Source

Both primary and secondary data was used as a key data source. Primary data was be used to identify views, gaps, impression, challenges and other qualitative aspects. Whereas secondary data / records was used to review progress (quantitative outputs), verify evidence, identify standard / system, tools and documentation.

2.8 Data collection methods

Primary data was collected using key informant interviews, exit interviews and observation method. Whereas secondary data was collected through desk review of the project documents (LGCDP II framework, plan / strategy, reports, minutes etc.)

2.9 Data collection tools

Primary data was collected using semi - structured key informant interview questionnaire, exit interview questionnaire and observation checklist. Structured self-response forms was also used to collect data. This was further clarified using telephonic interview as complimentary method.

Secondary data was collected using checklist and progress sheets. The detail checklist and progress sheets can be found in **Annex 8, 9 & 10**.

2.10 Data management and analysis plan

Each primary and secondary data was reviewed right after collection to ensure completeness (and accuracy for secondary data). Instant follow up was made for the detail information in case of incompleteness.

Themes was developed under each evaluation criteria, based on questionnaire and initial textual analysis. Primary qualitative data was then thematically interpreted.

Whereas descriptive analysis was carried out for secondary data. Tables were used for the data presentation.

2.11 Limitations

The major limitation of this study was the timeline which did not permit adequate space to adopt more ideal methodology and samples. However the study was believed to be based on possible better method with the available resources.

The program support component also lacks some key benchmark information. So the comparative analysis of the unavailable quantitative data was not made.

3. FINDINGS

This chapter presents findings generated as a result of key informant interviews, observations, project reports and document analysis. The findings have been arranged as per the evaluation criteria(s) which attempts to answer the questions under each criterion. Most of the findings have been presented according to major responses and observations. It also includes rare and minor response as quotes and different observation where necessary.

3.1 Relevancy

The relevancy of UNV / ICT support was looked in terms of national policy, project support need, project framework / approach, partnership and commitment.

The Government of Nepal has recognised information as a fundamental right since the first constitution 1990. The objective to support public information access in a simple and transparent manner was found in line to right to information act, 2007 and local self-governance act, 1999. When reviewed in reference to IT policy, 2010 and national ICT policy, 2015 the ICT support strategy and activities of the project were found limited in enhancing government readiness, accountability, ownership, setting defined ICT standard & guidelines.

The ICT need assessment survey 2014 under the project has outlined some evidence of technology need for information & communication, capacity building, system set up, information dissemination and data management. Similarly there has also been demand for ICT support from newly declared municipality which reflects felt need and importance of technology in newer places.

Most of the respondents reported ICT support as cross cutting to the LGCDP II program thematic areas. This was also found the same on observation and document analysis. There was no such distinct and separate outputs and indicators in relation to ICT support except capacity building support in the LGCDP project framework.

The mixed volunteer approach (UN volunteer & local ICT volunteer) was found to be well conceived. The UN volunteers were found relatively experienced than the ICT volunteers which was acceptable to maintain the hierarchy. Technically ICT volunteers have appreciated the learnings from the UN volunteers ICT experts.

The partnership in between MoFALD, UNV and university level educational institution (IoE) was first of its kind in Nepalese context and was found good in concept. At central level, the

commitment and understanding in between IoE and MoFALD was not found as expected. It was found to be limited only within the selection and recruitment of graduate volunteers (ICTVs). Some limitations in partnership clarity and coordination was found in between the parties.

3.2 Effectiveness

The effectiveness was reviewed analysing different aspects such as general impression of stakeholders towards the ICT support and its result, management strategy to support low performing districts and the area with greatest need, projects outputs /activities and factors resulting it.

Most of the stakeholders were found positive towards ICT support. The central / PCU level support in designing web portal for local bodies was found effective in terms of uniform design with dual version both in Nepali & English. At local level, there is at least the start in use of technology for official purpose and reporting. Some local bodies performance was found highly appreciative in initiating and using technology based management (such as queue management system, biometric attendance, CCTV monitoring etc.). Few local body staffs mentioned about staffs regularly using computers for their official work. In some of the local bodies (newly declared municipalities), frequent request for ICT support was reported which reflects the effect of ICTVs work and the need felt by the local institutions.

Generally the support from RCU to local level institution was need based, demand oriented and to some extent as per plan. There was no such specific monitoring and supervision tool found to support field activity. This usually occurs based on general activities and observation. In low performing districts, attempt of more visit with regular follow up is done but with no such mandatory plan. In newly declared municipalities, the ICTVs of nearby district makes the support visit with follow up according to their availability. From the PCU level, the monitoring and supervision support was also not found adequate and as per planned number of visit. In 2015, only one visit was made. And none of the monitoring visit made has been able to include all the major stakeholder such as IoE personnel. Proper monitoring and supervision schedule with framework was not found for this ICT support component.

In terms of activities, the ICT support component has performed numerous activities since its operation. However, no such support framework, strategy with target was found in particular to ICT. Also there was no defined indicators and specified activities under each outputs for ICT support. In some of the project report, an attempt has been made to include indicators with activities. The activities were found to be based on annual work plan (AWP) and annual

strategic implementation plan (ASIP) of the core LGCDP II program. Therefore the extent of effectiveness was not reflected in real sense. The below table however aims to present the progress in terms of activities which were reported at (central & institutional level) .Some available baseline (before intervention) information is also included.

TABLE 01: Progress at central level

Activities	Before intervention	After intervention	Remarks
Developed MoFALD website	Old version	Yes	
Developed LGCDP website	Old version	Yes	
Regular update of MoFALD website	No	Yes	Daily to weekly
Regular update of LGCDP website	No	Yes	Daily to weekly
Developed MoFALD social media page	NA	Yes	Facebook page Hello Sarkar, Twitter
Regular update of MoFALD social media page	NA	Yes	Regular & as per need
Developed LGCDP social media page	NA	Yes	Facebook , Flicker page
Developed LGCDP social media page	NA	Yes	Regular & as per need
Developed online file sharing system for Grievance	NA	Yes	Akhtiyaree system in Nepal government
Developed MoFALD digital display	NA	Yes*	*Work yet to be finalized
Developed MoFALD digital Notice board	NA	Yes*	*Work yet to be finalized
Developed MoFALD Mobile application (Mobile apps)	NA	Yes	Application launched but yet to be inaugurated formally
Online Social mobilization database	NA	Yes	
Letter registration and forwarding system (Ministry section)	Paper based	Electronic	
Department of Civic registration website	NA	Yes	
Local governance accountability facility website	NA	Yes	
Uniform design and development of district level website / office support system	NA	Yes	website ,servers , office automation system

After intervention (data available till May 2016)

TABLE 02: Progress at institutional level - ICTVs & system set up (covers all supported LBs)

Indicators	Before intervention		After intervention		Remarks
	DDC (n=64)	**Mun (n=47)	DDC (n=75)	**Mun (n=58)	
No. of ICTVs recruited & deployed	None		56	42	Of total 136, only 101 were initially recruited (3 are stationed at MoFALD / LGCDP)
No. of institution with no ICTVs	None		19	16	
System set up & use					
No. of institution with network server	NA	NA	59	44	
No. of institution with file server	NA	NA	49	42	
No. of institution with printer server	NA	NA	59	44	
No. of institution with backup power (UPS / generator/ solar)	93		59	73	including some new municipalities
No. of institution with digital display	NA	NA	17	14	
No. of institution with digital notice board	NA	NA	35	28	Most uses screen notice board
No. of institution with audio notice board	NA	NA	58	43	
No. of institution with digital citizen charter	NA	NA	34	26	
No. of institution with CCTV camera system	NA	NA	9	11	
No. of institution using group SMS system	NA	NA	50	35	
No. of institution using biometric attendance	NA	NA	11	13	
No. of institution using queue management system	NA	NA	0	4	
No. of institution using google drive for file sharing / official work	NA	NA	53	42	
No. of institution using digital Archive for records / documentation	NA	NA	21	18	Most uses personal archive
No. of institution with internet connection (Ethernet)	NA	NA	62	81	Biratnagar cluster data for Ethernet is missing
No. of institution with Wi-Fi connection		91	63	89	Including some new municipalities
Institution using software (in different sections)					
-Accounting / financial mgmt.	*Fig NC	*Fig NC	74	58	*Figure Not clear
-Social security	NA	NA	29	41	
-Vital registration	*Fig NC	*Fig NC	36	38	*Figure Not clear
-Store / inventory management	NA	NA	10	14	
-Poverty / tax management	NA	NA	4	53	
-Registration & issue	*Fig NC	*Fig NC	13	11	*Figure Not clear

After intervention (data available till May 2016). **Mun – refers to municipality.

TABLE 03: Progress at institutional level - Training, institutional practice and volunteerism (covers all supported LBs)

Indicators	Before intervention		After intervention		Remarks
	DDC (n=64)	**Mun (n=47)	DDC (n=75)	**Mun (n=58)	
Training & institutional practice					
No. of staffs trained on basic computer / ICT	896*		1566	796	* staffs with basic computer training
No. of Social mobilizers oriented / trained on basic computer / ICT	NA	NA	166	262	
No. of other VDC / ward staffs trained on basic computer / ICT	NA	NA	12	56	
No. of staffs trained on website & its management (ICT support)	NA	NA	18	101	
No. of institution with website	64*	43*	75	88	Not all functional
No. of institution where website is updated at least on monthly basis	NA	NA	75	72	including new municipality
No. of institution with social media page (Facebook)	47*		75	66	Not specific which social media
No. of institution where social media page is updated regularly (at least per week)	NA	NA	69	57	
No. of staffs trained on WBRS (with ICT support)	NA	NA	39	38	
No. of institution reporting via WBRS	*Fig NC	*Fig NC	75	92	*Figure Not clear (including new municipality)
No. of staffs trained on online MIS (with ICT support)	NA	NA	15	16	
No. of institution reporting via online MIS	NA	NA	10	16	
No. of staffs trained on accounting / financial management software (with ICT support)	NA	NA	56	2	
No. of institution where accounting / financial management software is functional	*Fig NC	*Fig NC	58	45	*Figure Not clear
No. of staffs oriented / trained in e-bidding system (with ICT support)	NA	NA	13	10	
No. of institution where e-bidding system is practiced	NA	NA	26	16	
No. of institution where budget is allocated for ICT (in general Lump sum)	NA	NA	26	16	
Volunteerism /Knowledge sharing					
No. of ICTVs who shared news / learning on ICT blog	38	30			
No. of districts where volunteer activities celebrated	6	4			

After intervention (data available till May 2016). **Mun – refers to municipality

The factors supporting ICT status at central and local bodies up to the above mentioned stage after intervention was found mainly due to work of UNVs / ICTVs. The regular

discussion and exchange of ideas was noticed as a major factor for problem solving. Minimum use of management principles in practice such as use of frameworks, defining strategy and components of support was found key factor for undertaking need based and ad-hoc approach. In some of the districts and local bodies, the retention challenge of ICTVs was another factor for hindering the progress.

3.3 Efficiency

The efficiency analysis was based on capacity of UNV / ICTV support, local bodies capacity to deliver services, activities completion in timely manner, actions to solve issues and approaches to reduce programme cost.

Most of the government officials (Information officers) appreciated the capacity of UNV and ICTVs. They said UNV and ICTVs are technically sound in their area and had been helpful in managing and sorting out IT related problems.

The institutional capacity of local bodies was found to be operational in most places and somewhere improvement in data entry, recording / reporting (online / offline) and the use of software in data management was also found. However the local bodies ICT staffs were not found independent in the area such as website update and management, Facebook page management, resource mapping and technical trouble shooting.

On review, activities related to infrastructure set up and basic training to LB staffs were found to be completed in the first year of support. Other activities as mentioned above in **Table 02 and Table 03** were on progress but yet to be taken forward. Lack of target / achievement framework could not provide avenue to perform specific analysis. In most of the local bodies the need of technology in information management was found to be recognised. And the findings suggest some good level of interest especially during meeting and discussions. But the limitation was not found in commitment and practice.

According to ICTVs, most of the initiatives and activities took long to proceed and if that happened it was likely at the end of fiscal year. The in-house factors such as initiation from the local ICT focal points and directives of local chief were found to have major influence

Some good attempt to reduce program cost was found. The use of google groups, hangouts, and blogs along with emails for regular communication was found to be good use of technology among UNVs/ICTVs. Similarly the practice of printer sharing using printer server

was found in local bodies. In some districts, RCU based UNVs were found to be directly supporting local bodies especially where no ICTVs were deployed. Similarly ICTVs were also reported to be supporting nearby municipalities which were declared lately as new municipality.

3.4 Coherence & sustainability

The sustainability aspect was reviewed looking at three main component of program support namely capacity of local body to continue without UNV / ICTVs support, continuation or exit strategy and ownership of the component.

The basic capacity of local bodies were reported to be progressive in carrying out day to day activities. However technical aspect still needs to be supported. No such specific plan was found in this regard.

The exit plan in a safe manner was found to be one of the concern of both UNVs / ICTVs. However no such plan was worked out.

Some ICTVs mentioned that “we are worried how this component will be taken forward in absence of complete technical support”.

Also no continuation strategy was found in support of this component. But some early thoughts on e-governance strategy has been felt at PCU level to drive this. The review also found basic orientation on computer and IT to social mobilizers and VDC officials. But no plans was found to roll this effort out at community levels.

The ownership part was felt feeble in comparison to other. The interest of most local bodies were limited to general ICT use for official work and reporting. There was low evidence of self-demand for support, initiation and resource allocation for specific ICT activities. The activity plan in relation to ICT was almost not found at local body level. Also the responsibility to perform specific task by local body staffs was reported low unless assigned by head of the institution.

3.5 Expected Impacts / Effects

Expected impacts / Effects were reviewed in terms of significant changes, information reach, transparency, factors contributing to change and people benefitted. Further some early analysis was also made in relation to ICT support and project outcomes.

Most of the local body staffs reported the technology use which was government directive since few years back are now in regular operations such website, Facebook, online and software based recording / reporting. Both LB staffs and ICT volunteers also reported ICT infrastructure set up (server), broad band internet connection as major change. Few also mentioned about GIS resource mapping and its use for planning activities. Two changes were found to be most highlighted - start and use of group SMS system for notifying & information sharing and start of online grievance (Akhatiyari) system.

Some LB staffs shared it was time consuming to call each and every concerned staffs for monthly meeting and others. But with this group SMS technology, it is convenient to reach with single SMS and there is no such problem with follow up.

Both LB staffs and ICTVs also reported that there has been some change with the use of computer and technology among staffs. They said those who used to hesitate now feel free to handle computer and use it for official purpose (at least typing and data entry).

One of the LB staffs interestingly shared the confusion that some staffs had. He said some used to worry about how the e-copy will be used without stamp and signature for official purpose. But they appreciated as it was possible with scan

Information are now more available and transparent according to the respondents. They said notice and information are regularly updated through website and digital display which is clear and easy to understand than hand written notices. People attending local institution for service were aware of digital display but only few of them have heard website. They also said we don't know how to browse and check it. Regarding transparency, most respondent mentioned that LBs now post decision sanctioned through district / municipal council in the website.

One of the respondent also mentioned that "we now have enlisted service rate, fixed allowances amount for social security provided through the institution". On observation, it is was found in most institution but some were not updated.

In regard to the factors, most mentioned about the growing use of technology such as smart phones and computers. LB staffs also mentioned the regular availability of ICTVs which gives opportunity to ask in case they have IT related problems. Some also mentioned about availability of Nepali language in computer programme and application which is convenient to understand and type. And regarding online web based reporting system (WBRS), most mentioned about Minimum condition and performance measures (MPCM) marking system as a major factor for initiating change in reporting.

The cumulative data obtained from reporting reveals 1265 staffs benefitted from the ICT support in the form of capacity building training and use (**Table 03**)

Findings in terms of project outcomes resulted in support of ICT are summarised below:

Table 04: Project outcomes in support of ICT

Outcome 1: Effective implementation of LGCDP II all levels of the government
PCU, RCU and most of the local body units are regularly supported by UNVs / ICTVs and the major activities are operational (website, online reporting)
Outcome 2: Improved policy advice and capacity support for development for better overall service delivery at local level
Better service delivery has been attempted through system design and regular assistance for routine service delivery with the ICT use.
Outcome 3: Greater efficiency & effectiveness in program coordination and oversight
ICT team coordination was found regular. No such systematic coordination was found at other level rather than need based. Some initiation was found for the strategic policy support (e- governance strategy) at PCU level.

3.6 Volunteerism

Volunteerism is one of the major characteristics of this project support. The ICT component is technically supported through mixed volunteer cadre approach (UN volunteers at central / regional level and local ICT volunteers at district level local bodies). This part was reviewed looking at UNV/ ICTVs contribution in general, gender wise participation as UNVs/ICTVs, development in capacity of volunteers, stimulation of local volunteerism and challenges faced by them.

UNVs / ICTVs were found to be engaged in a regular basis. Their support were appreciated at different level. Some stakeholders reported their work and support not less than that of regular staffs. ICTVs were found to be supporting in the major area such as WBRS in which they are not oriented well. They were found to be supporting WBRS using the guidelines available.

Gender wise the participation to this volunteer program was found highly contrasting. Though the inclusion effort in the recruitment system was made, most of the applicant

volunteers were male both as UNVs and ICTVs. The below table shows the male and female volunteers in the program.

Table 05: Gender wise distribution of UNVs/ ICTVs

UNVs		ICTVs	
Male	Female	Male	Female
7	1*	99	4

* Indicates employed but not available now (vacant)

Most of the volunteers appreciated the learnings gained from national level LGCDP II program. They reported technical learnings such as resource mapping using GIS, handling database and management. They also reported learnings on understanding development program of government, budgeting and administrative procedure, governance and linkage with ICT.

One of the UN volunteers highly appreciated the opportunity to work at the central level and the technical / management experience gained.

The study found the activities related to volunteerism very limited. It was confined to annual volunteers day celebration (IVD) and in few places orientation classes were conducted to the youths on ICT. Some of the volunteers reported the absence of mandatory directives for volunteer promotion. They also reported budget related problems. Till date the international volunteers day have been celebrated only under two RCU.

Some key challenges were put forth by the volunteers related to their work and job title. Some said that being a volunteer is fine which gives an opportunity to ask and learn. But it is difficult when you are always treated as volunteer even for simple official works which can be done by themselves. They also stated that their ToR needs to be reviewed. Some said that we need to be clear what we exactly need to achieve besides routine support work. This was also reported by central government staffs. Beside this, the volunteers also reported challenges of prioritizing ICT as one of the major component as that of other development program in local institution.

4. CONCLUSION

LGCDP II has been considered as an important avenue for integration of ICT in local development. However the early implementation results of ICT support component were not found at that level as expected. The evaluation drew number of conclusion explaining areas of improvement.

The anecdotal evidence suggests some basic improvement in ICT infrastructure set up, its use and non-uniform progress in some of the areas. The absence of clear framework and road map for ICT support was found to be the major weakness of the component. This thus had impact on overall efficiency, effectiveness and achievement of the programme support. Most of the local development offices and municipality were found to be using communication technology for basic official works only unless it is actively supported by the chief executives. The support component was not found adequate in terms of policy and management right from the central to the implementation level. Information, communication and technology was found to be considered as a support level activity only which lacked routine monitoring support and interest. The internal coordination, review was found to be inadequate for the program support. Most importantly, the support component lacked the clear targets and link with the core LGCDP II results. Though the implementation structure of the ICT support was found in line to the core LGCDP II programme, the absence of clarity of activities in a phase wise manner was another major constraint. The local volunteer incentives scheme was found to be well conceived idea but lacked further work in terms of implementation and assessment. The support from the program coordination unit in terms of data management, quality were not found to be interlinked with regional cluster unit.

In conclusion, ICT support has been useful as a digital step in but is at early stage which requires planned and strategic management approach to overcome the areas to improve and progress further.

5. LESSONS LEARNED

The chapter outlines lessons learned, generated as a result of findings and analysis. It attempts to present those areas which need proper attention to achieve the desired program goal.

The key lessons learned are as follows:

- General project support framework and undefined components creates confusion in proper planning, implementation of activities and measurement of results.
- Phased approach of planning would have made the implementation more uniform.
- Availability and use of project implementation guideline would have made implementation convenient.
- Prior and periodic identification of risk and management plan would have made the support more effective and efficient.
- Setting baseline indicators would had been useful for monitoring and track the progress.
- Use of monitoring and evaluation plan would have eased monitoring and evaluation process.
- Integrating key ICT indicators in national monitoring system would have made the support more effective and the local bodies accountable.
- Monitoring and supervision without key stakeholders affects the ownership of the support.
- Specifying proper roles and responsibilities and allocating resources in a multi partner project would support implementation better.
- Regular coordination and communication mechanism linked with decision making would be useful to proceed in time.
- Periodic instructions and direction from ministry level would make local body more responsible.
- Participative discussion, review and planning prior to local body council meeting is essential for ICT focused plan.
- The motivation factor is essential to improve both UN volunteer and ICT volunteer performance.
- The characteristics of this pilot initiatives should have been given adequate time for preparation if was limited to certain areas before national roll out.

6. RECOMMENDATIONS

The recommendations presented are based on findings and the gaps found in lesson learned. Most of the recommendations primarily follow principles and practice of project management. The following are the recommendations made:

- Project design / planning: Logical framework approach (LFA) must be adopted to plan the support component. It needs to be framed in reference to LGCDP II framework defining specific indicators and activities under each outcomes and outputs. Further proper target / achievement plan needs to be developed in a phased manner for each level (PCU, RCU) and as a whole.
- Monitoring / Evaluation: Similarly ICT support M & E framework or matrix needs to be developed in reference to LFA. This must be followed by M /E plan with tool at each level (PCU, RCU). M/E visit plan must be regularly reviewed both if possible adjustment must be made along with PCU, RCU visit. ICT indicator needs to be included in central monitoring system (MCPM) in order to make LB staffs responsible and accountable.
- Reporting: Reporting activities and indicators needs to be reviewed according to each LFA based outcome and outputs. Similarly system of progress reporting to local bodies must be initiated (at least on a quarterly basis).
- Risk analysis / management: Risk must be identified prior or at least on the periodic basis. Proper management plan must be worked out through discussion. All high level to medium / low level risk must be prioritized and necessary strategic action plan must be developed.
- Communication & coordination: At central level (from MoFALD), a focal person in a coordination role must be allocated .This must then be regularised through coordination meeting and decision making in case of concerns / issues.
- Review, Analysis & Sharing: Practice of review and reflections of ICT components needs to be regularised in order to identify progress and challenges. Similarly, the progress and challenges needs to be analysed and shared using models such as spider web model to track the performance. This can be practised both at PCU,RCU or at LB level.
- Budgeting & Planning: Practice of early review and planning meeting prior to council meeting must be initiated. The meeting must include local body staffs and focal person.

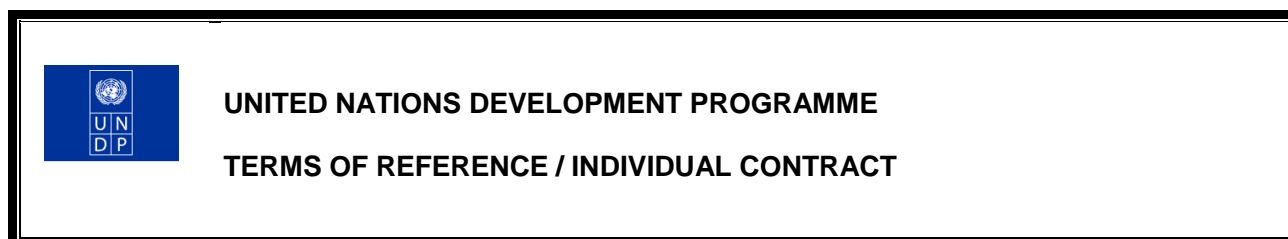
- Guideline / Strategy: Proper implementation guideline needs to be developed for smooth and uniform operation of ICT activities. Similarly strategic document is needed to operationalize the ICT component in longer run.
- District focal points and chief executives of both municipality and DDC have major influence in implementing the ICT and related components beyond basics. Therefore this must be management priority to move things forward in most of the districts.
- Volunteerism: The practice of appreciation and recognition must be initiated from UNV to motivate volunteers. The volunteer promotion activities needs to be mandatory activity with adequate resource allocation from the centre.

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ANNEXES:

Annex 1. Terms of Reference



I. Job Information

Job Title:	National Consultant (Evaluation)
Project Title/Department:	NEP: Support for Local Governance and Community Development Programme ICT volunteer component
Type of contract:	National Contractor
Duration of the assignment:	23 working days till 30 March 2016
Duty station:	Kathmandu (with field missions to selected districts)
Reports to:	UNV Programme Officer

II. Background and context

II.1 Objectives of the project

The United Nations Volunteers (UNV) Office in Nepal plans to carry out an external evaluation of the specific Information Communication Technology (ICT) volunteer component in support of the national Local Governance and Community Development Programme II (LGCDP II) (UNV Project ID: 00088539).

The purpose of the UNV support of LGCDP II, which has been implemented in Nepal since 2014, is to contribute towards improved E-government in the country through the effective implementation of ICT components by ICT volunteers. The UNV support itself is fully aligned with the overall framework provided by LGCDP, which is a national programme of the Government of Nepal.

The specific objective of the UNV support (in line with the overall LGCDP programme) are the followings:

- To strengthen the capacity of communities and community organisations to participate actively and assert their rights in local governance processes

- Through direct support to the process of digitization of working procedures in DDCs and municipalities to enhance the delivery of basic services at the local level
- By providing university youth volunteers with a possibility to gain basic professional experience as volunteers in the field of local governance to improve their future employment opportunities with particular focus on a potential careers as civil servants
- To strengthen the institutional and human resource capacities of Local Bodies and central agencies involved in local governance by deploying 133 University youth volunteers to DDCs and Municipalities
- To improve access to and quality of local infrastructure and other socio-economic services administered by local bodies.

The UNV support to LGCDP II commenced in January 2014 and was initially scheduled to end on March 2016. An extension until July 2017 is currently under negotiation with the Government of Nepal and international donors.

The expected outcomes of the UNV ICT volunteer support are:

- UNDAF outcome 5: Institutions, systems and processes of democratic governance are more accountable, effective, efficient and inclusive
- LGCDP outcome 1: Effective implementation of LGCDP II at all levels of the government
- LGCDP outcome 2: Improved Policy Advice and Capacity Support for Development for better overall service Delivery at the local level
- LGCDP Outcome 3: Greater efficiency and effectiveness in programme coordination and oversight

The UNV project activities are defined as a separate component of the overall UN Joint Programme, and are implemented jointly with the LGCDP Development Partners (DP).

Within the overall strategic framework of UNV the UNV project component is expected to achieve the following specific outcome:

- Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes

II.2 Main UNV project activities

The UNV project component of the UNJP implements two main activities:

- Mobilize, fund and support of ICT UN Volunteer and ICT University Youth Volunteers to conduct social mobilization and provide TA in other fields based on needs from local government authorities in districts and municipalities.
- Support the capacity building and coordination of ICT University Youth Volunteers.

Within the scope of work, 8 ICT Volunteer Specialists funded by UNV, have been mobilized to coordinate ICT activities from the central and district level to village level. The UN Volunteers have been deployed to 6 Regional coordination Units (RCU) in the function of ICT Coordinators. The UN Volunteers are posted in all 5 Development Regions of Nepal, working on the basis of a TOR developed in cooperation between UNV, LGCDP II and approved by the National Planning Commission (NPC).

II.3 Geographic, demographic and socio-political context

The Federal Democratic Republic of Nepal is a landlocked sovereign state located in South Asia. It is located in the Himalayas and bordered to the north by the People's Republic of China, and to the south, east, and west by the Republic of India. With an area of 147,181 square kilometers and a

population of approximately 28 million (and 2 million absentee workers living abroad), Nepal is the world's 93rd largest country by land mass and the 41st most populous country. Nepal is commonly divided into three physiographic areas: Mountain, Hill and Terai. These ecological belts run east-west and are vertically intersected by Nepal's major, north to south flowing river systems.

In terms of overall human development, Nepal currently ranks 145 out of 188 countries (Human Development Report 2015) and poverty remains severe and widespread in many rural areas, with significant disparities between groups and regions. Although data shows that the incidence of poverty in Nepal decreased from 42% in 1995/96 to 31.1% in 2013/14, inequality increased from 34% to 40% during the same period. Gender disparities are also striking. Only 57.4% of Nepali women are literate compared to 75.1% of men. Furthermore, there are still a significant number of laws and provisions that are discriminatory against women. Such poverty, social conditions, and inequality underpin the fragility of a country suffering after the 2015 earthquakes, remaining in post-conflict recovery and peace-building – and provide an idea of the scale of the development challenge faced by Nepal.

Violent conflict and political crisis over the last decade have severely affected the local government system in Nepal. The Local Self Governance Act (LSGA 1999) established a solid institutional foundation for local government in Nepal – which is based on local bodies at the district, municipal and village levels. However, armed conflict resulted in the “demobilisation” of the vast majority of Village Development Committees (VDCs), and a dramatic narrowing of the “development space” within which District Development Committees (DDCs) could operate. In addition, since 2002 there have been no elected councils at any level of the local government system in Nepal. Though the constitution has been promulgated in 2015 local elections have not been held in the aftermath of the earthquakes and due to the ongoing crisis in the south of the country affecting several districts with severe supply shortages. This has greatly constrained the scope for interaction between local governments and citizens/communities, and, as a result of this political vacuum there has been a reduced level of participation by local people in development activities.

II.4 Project's resources

The total financial resources allocated to the UNV project is US\$ 300,000 (UNV SVF funding).

II.5 Key project's partners

The National Implementing Partners of UNV are the National Planning Commission (NPC), and the Ministry of Local Development (MLD).

The UN agencies participating along with UNV in the PPSF in support of LGCDP are UNDP, UNCDF and UNV

II.6 Observed changes since the beginning of implementation and contributing factors

The UN organizations in the UNJP are supporting a larger national decentralization and local governance programme, the LGCDP, together with a number of bilateral and multilateral development partners. By request from the GoN the six UN Organizations are supporting LGCDP in their respective areas of mandate, comparative advantage and experience, and in areas where the GoN faces difficulties in funding or implementation of explicit activities. Therefore the main focus of the UNJP lies on capacity building, in terms of technical assistance and specific activities requested by the GoN. As these activities are embedded in the larger programme, a clear attribution of results to the UNJP support is at times difficult to determine. This is also the case for the specific UNV component of the UNJP, but there is no doubt that the UNV project is playing a substantial role in achieving the objectives of LGCDP at District and Municipality level. In particular the national ICT UN Volunteers funded and supported by UNV have been essential in terms of facilitating the process of digitizing local bodies, communities, supporting capacity development of local staff members and conducting social mobilization as part of the LGCDP programme and follow up on activities in the field, monitoring progress and identifying gaps The UNV project has contributed significantly to the achievement of the UNDAF Nepal Programme Outcome 5.

III. Purpose of the evaluation

By conducting a final evaluation of the specific UNV component of the UN Joint programme LGCDP II UNV supported component, the aim is to generate lessons learnt and recommendations to guide decision-making for future actions in the area of volunteering for delivery of basic services, while taking stock of the efficiency and effectiveness of the UNV project in the achievement of the planned outcomes.

IV. Objectives and scope

Objective: Evaluate the contribution of UN Volunteers to LGCDP

The UN Joint Programme is subject to the general M&E framework of LGCDP and will therefore been partially assessed in the LGCDP Mid-Term Review in February 2016. Furthermore, in light of the planned extension of the UNV ICT volunteer support (March 2016 to July 2017), these evaluations and reviews will be made available for the consultant along with Field Monitoring Reports, Annual Project Progress Reports and other materials prepared by UNV in relation to the specific UNV component of the LGCDP.

The current evaluation aims at providing a thorough evaluation of the specific UNV component of the LGCDP II programme to explicitly assess and document the achievements, effectiveness, efficiency, relevance, coherence and sustainability of all UNV interventions in the programme to date. In terms of outputs, the evaluation will focus on the effect of the volunteer support to public service delivery to communities and on the quality of community participation in local governance, as a result of the project activity. The evaluation will specifically cover the programmatic, management and succession parameters elaborated below.

Programmatic

The evaluation will determine whether the engagement of volunteers and management by UN Volunteers are proving effective in the following areas:

- Improved E-government from local to central level
- Promotion of volunteerism, civic engagement and self-empowerment.
- Improved knowledge and skills of volunteers

The evaluation will specifically seek out the following indicators:

- Number of people in the community who had benefits from the service of the volunteers.
- The awareness of the community and local government about volunteerism and its contribution to the society development.
- The increased knowledge and skills of the ICT University Youth volunteers

The following areas will be assessed on the basis of site visits and interaction with stakeholders and UN Volunteers in 5 selected districts, i.e. Far-Western Region: Mid-Western Region: Western Region: Eastern Region: Central Region:

- The impact and value of the UN Volunteers' contribution to the implementation of the LGCDP programme pillars
- The contribution of volunteers for the implementation and maintenance of ICT in LGCDP
- The impact of the program to volunteering in local governance and community development
- The impact of the project in building capacity of the ICT University Youth Volunteers and the local government

- The strength and effectiveness of the partnerships between the UNV and LGCDP PCU and local governments.

Management

Value can only be added via effective program implementation and collection of the lessons learnt for the decision of continuity of the programme in the future. As such, the evaluation will focus on the following areas:

- Efficient support to the volunteers for their daily work.
- Quality of the field visits and regional/central meetings.
- Value added in relationship between the UNV, UNDP and UNCDF, NPC, MoFALD and local government.
-

The following areas will be assessed:

- The capacity and organization of MOFALD PCU and RCU as it relates to the support of the UNV funded programme.
- The effectiveness and efficiency of the volunteers' recruitment for the LGCDP II programme as it relates to the execution of the programme strategies.
- The degree to which original objectives have been pursued.
- The quality and effectiveness of the regional and central meetings.

Program Succession

- The scope for continuing work on capacity building after the program is operationally complete by Mid 2017
- Suggestions from lessons learnt (possible exit strategies and measures to integrate ICT and volunteer components better into LGCDP II)

V. Deliverables and methodology

The duration of the consultancy will be for a maximum of 23 working-days, within a total period of 30 working days. The objectives of the TOR are expected to be achieved within 21 working-days (2 additional working days reserved for debriefings/presentations) .

Payment will be made in lump sum in two installments upon completion and submission of Performance Evaluation Form (PEF) on the works performed and delivered as outlined below:

- **Inception Report:**

The inception report should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation criteria will be fulfilled by way of: proposed methods, proposed sources of data, and data collection procedures. The report should include detailed time schedule of activities and an evaluation framework.

(To be delivered within 3 working days, 40% of lump-sum)

The further deliverables are:

- **Draft evaluation report** – to be reviewed by UNV FU and UNV HQ to ensure that the required quality criteria are met
- **Final evaluation report** – the report should include:
 - 1) lessons learnt from volunteers and local governments,

- 2) best practices,
- 3) suggestions/recommendations to UNV and the Steering Committee of LGCDP sound options for furthering the volunteering component as part of the future extension of the LGCDP with direct support by key partners and donors and with UNV's guidance and assistance.

(Draft evaluation report within 15 working days, Final evaluation within 3 working days)

The evaluation will be based on a mixed method approach, primarily involving collection of data by interviewing partners, stakeholders and beneficiaries of the LGCDP II programme (with reference to the Results & Resources Framework and M&E Framework of the UNJP Project Document). Specific emphasis should be placed on stakeholder mapping and interviews with volunteers and partners at the local level. The relevant interview format is to be developed in consultation with the UNV Field Unit in Nepal. At the end of the evaluation process the consultant is expected to conduct de-briefing meetings with stakeholders and partners as appropriate and give a PowerPoint presentation of the final evaluation.

(60 % of lump-sum upon timely completion and submission of all deliverables as per the required quality standards)

The assignment is expected to be carried out in close collaboration with UNV, UNDP, MoFALD and other key stakeholders. In consultation with the UNV Nepal Field Unit, the consultant is expected to hold/organize individual meetings with key stakeholders.

VI. Implementation arrangements

The selected national consultant will have the full responsibility for carrying out the assignment, consisting of objective as outlined in this TOR. All expenses in this regard should be explicitly included in the financial proposal to be submitted. The UNV Nepal Field Unit will be the Task-manager of the Consultant for the duration of the entire assignment, consisting of objective outlined above.

As part of UNV's strategy, UNV programmes should include components of gender sensitivity, participatory processes, and the promotion of volunteerism. The selected national consultant should ensure that his/her work emphasizes these elements and related achievements and issues in all written documents and oral presentations, which should be in English. The Consultancy Team will be expected to support UNV in knowledge sharing and dissemination.

The consultant should operate on principles that are in line with the spirit of the UN system, following as a reference all guidelines, norms and standards of the United Nations Evaluation Group (UNEG). The consultant is required to be independent of the design or execution of the interventions that are the subject of this consultancy. The Consultancy Team should carefully, understand and sign the "Code of Conduct for Evaluators in the UN system" prior to commencing any work.

Prior to starting the evaluation, the Consultancy Team will have meetings with the UNV Nepal Field Unit and MoFALD to understand fully the LGCDP II programme and contributions of associated volunteers' contribution so as to prepare a list of individuals and organizations in Nepal with who interviews are to be conducted. This list will include partners of the UN, key stakeholders, volunteers as well as the beneficiaries of the programme at community level.

VII. Required qualifications , skills and professional experience	
Qualifications:	<ul style="list-style-type: none"> • Advanced University Degree in social sciences; Ph.D. preferred
Skills:	<ul style="list-style-type: none"> • Excellent command of written and spoken English and Nepali. • Computer literacy (minimum: word and spread sheet). • Excellent communications and reporting skills. • Excellent team management and interpersonal skills. • Sound analytical capacity reflected through past published work, research, etc., and high level of writing and documentation skills. • Behavioural competencies appropriate to a multi-cultural environment, including sensitivity and respect for cultural and gender diversity.
Professional experience:	<ul style="list-style-type: none"> • At least 10 years professional experience in the field of development policy and poverty reduction. • Demonstrated experience in undertaking evaluations as well as sound knowledge and experience with national planning and program development in the areas of volunteering, poverty alleviation, social inclusion and overall development work. • Recent experience of volunteerism within its diverse manifestations and cultural settings and sound knowledge of Nepal's past and present history of volunteering services and programmes. • Substantial experience in project/programme design and management. • Familiarity with the work of the UN system and the UNDP regulations and procedures in the sphere of development co-operation.
Others:	<ul style="list-style-type: none"> • The applicant should be ready to provide documental evidence for the claimed qualifications and professional experience. • The applicant should be independent from any organizations that have been involved in designing, executing or advising in any aspects of the project that is subject to this evaluation. Similarly, the evaluator should not have been directly involved in designing, executing or advising in any aspects of the project.

Annex 2. Evaluation Framework

Evaluation criteria	Evaluation question	Data Source	Data collection methods
Relevance	Relevancy in terms of <ul style="list-style-type: none"> • Need and priorities • Approach and modality • Set outputs and activities • LGCDP program framework • Partnership and commitment • Future project in similar area 	<u>Secondary</u> : Government plan & policy document, UNV / LGCDP II project plan and framework, Project implementation plan document, progress reports. <u>Primary</u> : Interview with stakeholders at different level	Desk review , key informant interview
Effectiveness	Effectiveness in terms of <ul style="list-style-type: none"> • Outputs ,outcomes, reach • Stakeholders impression, capacity enhancement of stakeholders 	<u>Secondary</u> : Project annual work plan, progress report, M & E report <u>Primary</u> : Interview with stakeholders at different level, observation checklist	Desk review , key informant interview, observation
Efficiency	Efficient in terms of <ul style="list-style-type: none"> • In time implementation • Institutional capacity for service delivery • Prompt action to solve implementation issue • Coordination and linkage 	<u>Secondary</u> : Project annual work plan, progress report, M & E report, meeting minutes <u>Primary</u> : Interview with stakeholders at different level, observation checklist	Desk review , key informant interview, observation
Expected Impacts / Effects	Impact in terms of <ul style="list-style-type: none"> • Significant change • Intended and unintended results 	<u>Secondary</u> : Project target & plan , M & E report, progress report <u>Primary</u> : Interview with stakeholders, observation checklist	Desk review , key informant interview, observation
Coherence & Sustainability	Sustainable in terms of <ul style="list-style-type: none"> • Ownership • Continuity • Durability 	<u>Secondary</u> : Exit plan & strategy <u>Primary</u> : Interview with stakeholders, observation checklist	Desk review , key informant interview, observation
Volunteerism	Usefulness in terms of <ul style="list-style-type: none"> • Contribution • Stimulating volunteerism 	<u>Secondary</u> : project records <u>Primary</u> : Interview with the stakeholders , volunteers	Record review , interview

Annex 3. Key Stakeholders / Study population

Level	Type	No. of samples (40)	Remarks
Stakeholders			
Central	MoFALD (Information & E- gov section) – focal person	1	
	LGCDP II – program focal person	1	
	IoE - focal person	1	
District	DDC - focal person	6	1 in each of 6 sampled district
	Municipality - focal person	6	1 in each of 6 sampled district
Local	Social mobilizer	3	3 out of 6 sampled district
	Local beneficiary	3	3 out of 6 sampled district
Program Staffs			
Central (PCU)	National UNV/ICT coordinator & UNV/ ICT specialist	2	
Regional (RCU)	Regional UNV/ ICT expert	5	1 from each regional cluster
District	DDC – ICT volunteer	6	1 in each of 6 sampled district
	Municipality – ICT volunteer	6	1 in each of 6 sampled district

Annex 4. Sample distribution (Regional & district level)

Regional Coordination Unit	Sample district	No. of Samples (Regional & district level only)					
		RCU	DDC	Municipality	Social Mobilizer	Local beneficiary	TOTAL
Biratnagar	Morang / Sunsari	0	2	2	1		6
Dhulikhel	Lalitpur	1	2	2		1	6
Hetauda	Janakpur	1	2	2	1		6
Pokhara	Tanahu	1	2	2		1	6
Nepalgunj	Banke	1	2	2	1		6
Dhangadhi	kailali	1	2	2		1	6
Total		5	12	12	3	3	35

Annex 5. Work plan

Phase	Activities	Timeline (2016)											
		April						May					
		Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4					
Planning & preparation	Program review / discussion												
	Draft and submit inception report												
	Draft and finalise study tools												
Data gathering & analysis	Data collection (RCU / district level)												
	Data collection (central level stakeholders / staffs)												
	Data analysis												
Reporting & dissemination	Report writing												
	Draft submission												
	De-briefing meeting (findings presentation)												
	Final report submission												

Annex 6. Data Collection tool I (KII questionnaires)

Key Informant Interview - I

Questionnaire for LGCDP Senior Management Personnel (National level)

Date:

Full Name:

Position entitled:

1. How does the ICT component of the project align with the national policy and strategy?
2. How have you found the framework, strategy and modality of this particular component so far? Please elaborate in terms of country context and capacity of the local body.
3. How have you found the partnership, commitment & contribution of the stakeholders in reference to the agreement and plan?
4. To what extent do you think government institution has been responsive to the changing needs of development? Please response in relation to the ICT.
5. How has the program progressed with the ICT support? What has been main achievement of the program and the ICT support part?
6. How effective has volunteer component been in initiating the change and meeting the program goal?
7. What has been the most challenging aspect of the project and under this particular support component? Were this, pre-assumed risks or new one? How far has the program been successful in addressing those challenges?
8. If you look back, what do you think could have made the program & ICT component much better?
9. Has the support resulted in the developing capacity of Local bodies to work independently beyond UNV assistance?
10. What do you think of the overall impact due to unavailability of ICT volunteers at some districts? Is there a National strategy to address this?
11. How far has the program assisted in building ownership at national and local level in relation to its objective and ICT?
12. How do you see the current government plan of newer municipality addition in the different districts?
13. What do you think about possibility of linking the project and ICT component beyond district level? Do you think the UNV support or ICT component can be linked with future opportunity for local development?
14. What have you found & think the prospect & challenges of volunteerism for national development?

Key Informant Interview - II

Questionnaire for MoFALD (Information & e- governance Focal person)

Date:

Full Name:

Position entitled:

1. In general, how have you found the ICT support to LGCDP program? What are the changes then & now in terms of information and data management?
2. Are you satisfied with the approach and modality of ICT support to the program? If yes / No Why? If No - does that need certain changes? What sort of change is needed?
3. How have you managed such a huge responsibility before and how different is that now in terms of technical and management aspect?
4. How is the ICT component planned at national level? What is the level of your involvement in formulating the plan?
5. What is the most significant achievement of the ICT support component?
6. What were the major activities not achieved under ICT component? What do you think is the most challenging in ICT in relation to this program, policy? How that can be improved?
7. Is there an implementation guideline to support the Local bodies in a uniform and standard way? If yes – is that helpful? If not – was that not planned? And how difficult has that been to manage?
8. How do you feel about the completeness and accuracy of the information that you receive in the central system? How easy is it to identify and how do you manage the problems?
9. How do you work with PCU? How the coordination takes place? Is there any plan or framework?
10. Do you think the support provided at district level is adequate, strategic and need based? Please elaborate.
11. Are the district level ICT volunteers efficient & committed? If not, what could be done to improve this? How about the commitment from LB staffs
12. What do you think of UNV support at PCU and RCU level? Do you think - the program is now capable to run without UNV support? If not, what extra support would be better?
13. What do you think of the information and data quality from the districts or LB where there is no ICT volunteers? How can this be addressed?
14. How do you find the central level coordination with IoE? Are you satisfied? If not how that can be strengthened?
15. How do you see the current approach of volunteerism? Is this something the government need to focus on in the development sector? How?

Key Informant Interview - III

Questionnaire for Institute of Engineering (Focal person)

Date:

Full Name:

Position entitled:

1. How have you found IoE role in support to LGCDP program? How far the conditions or the arrangement outlined in agreement been followed between both the parties?
2. Does the mandate of the agreement meet the education and development policy of government?
3. Do you think the partnership with MoFALD has been successful? If yes, than in what way? If not than why? What are the major achievements of the UVS Scheme?
4. What have been challenging so far? How that can be tackled?
5. What is the difficulty associated with the selection, recruitment and motivation of the graduate students?
6. How have you found the program management as a whole (from recruitment to deputation, supervision, performance monitoring and coordination)?
7. What is the involvement of IoE in checking the quality of data and information generated with support of ICT volunteers?
8. Has this UVS scheme been successful in deputing the volunteers in all 75 districts? If Not what has been the challenge? And how this could be tackled?
9. What difference have you observed in volunteers before recruitment and after engagement in the program?
10. Do you think that graduate have sufficient skill for the assigned job as ICT volunteer? please elaborate if Yes / No
11. What do you think of UN volunteers' contribution to this UVS scheme? What further opportunity do you foresee with this partnership?
12. What is your suggestion for improvement of the current program?
13. What do you think of volunteerism in the current Nepalese context? Can this be something beneficial and sustainable? Does this need attention from National education sector? How
14. Is there interest in this sort of scheme from other department within IoE?

Key Informant Interview - IV

Questionnaire for DDC Staff (IT management Focal Person)

Date:

Full Name:

Position entitled:

1. How long have you been working in this district under this role? What are the changes in ICT & ICT management in compare to previous years? (Probe - IT system, data entry / management, use by different sections, social media, web).
2. What are the key achievements in terms of ICT?
3. Do you think the changes has happened after the program launch of this ICT support? If yes / No ,how?
4. How are the activities under the ICT component planned? What is done in case of such case which is not under the plan but is required?
5. How have you find yourself shifting from paper based to technology based work? What particular skill have you gained? And how do you feel about other staffs? (Probe convenience , challenges)
6. How do you find staffs interest and use of ICT? Is this changing? If yes in what way?
7. What has been the priority of ICT during Annual district council planning meeting? What key things were in the list? If not - how this could be improved?
8. What are the key challenges of ICT in your organization? How these can be tackled?
9. Is there negative aspect of ICT in your office? (Such as using social media, internet games for personal purpose). What is the extent of it? How that can be improved?
10. How have you found the online information system in your office? Is it friendly to use? Can you use this without support?
11. How have you found the support from ICT volunteer? Are they capable enough to support you and the team? What are the supports till date? What are the strong aspects?
12. Do you think the staffs are able to use words, excel and other key software? What attempts have been made? And how that can be improved?
13. Do you think the support you get is organised? If Yes, how. If No, how this could be organised / improved?
14. How have you found support from regional, central level? Is that useful enough and as expected? If Yes / No why?
15. Is there interest in ICT from local level (such as Social Mobilizers level, VDC wards)? What sort of interest they put in?
16. Do you think, you can do the ICT related things independently? What new skills have you learnt?
17. Apart to general use, has the website been used for bidding information purpose till date? If yes, how many time? And what was the public response?

Key Informant Interview - IV

Questionnaire for Municipality Staff (IT management Focal Person)

Date:

Full Name:

Position entitled:

1. How long have you been working in this municipality under this role? What are the changes in ICT & ICT management in compare to previous years? (Probe - IT system, data entry / management, use by different sections, social media, web).
2. What are the key achievements in terms of ICT?
3. Do you think the changes has happened after the program launch of this ICT support? If yes / No How?
4. How are the activities under the ICT component planned? What is done in case of such case which is not under the plan but is required?
5. How have you find yourself shifting from paper based to technology based work? What particular skill have you gained? And how do you feel about other staffs? (Probe convenience , challenges)
6. How do you find staffs interest and use of ICT? Is this changing? If yes in what way?
7. What has been the priority of ICT during Annual municipal council planning meeting? What key things were in the list? If not - how this could be improved?
8. What are the key challenges of ICT in your organization? How these can be tackled?
9. Is there negative aspect of ICT in your office? (Such as using social media, internet games for personal purpose). What is the extent of it? How that can be improved?
10. How have you found the online information system in your office? Is it friendly to use? Can you use this without support?
11. How have you found the support from ICT volunteer? Are they capable enough to support you and the team? What are the supports till date? What are the strong aspects?
12. Do you think the staffs are able to use words, excel and other key software? What attempts have been made? And how that can be improved?
13. Do you think the support you get is organised? If Yes, how. If No, how this could be organised / improved?
14. How have you found support from regional, central level? Is that useful enough and as expected? If Yes / No why?
15. Is there interest in ICT from local level (such as Social Mobilizers level, municipal wards)? What sort of interest they put in?
16. Do you think, you can do the ICT related things independently? What new skills have you learnt?
17. Apart to general use, has the website been used for bidding information purpose till date? If yes, how many time? And what was the public response?

Key Informant Interview - V

Questionnaire for Social Mobilizer (ICT trainee only)

Date:

Full Name:

VDC / Municipality (Ward):

1. What are the main areas that you look at (Roles / responsibility)?
2. How often do you make community visit? What is the visit plan in a month or quarter?
3. Who are the main stakeholders in contact? Who are the beneficiaries in contact? Do you get in contact with excluded groups as that of usual groups?
4. What are prime source /means of information to the stakeholders and beneficiaries? How they get information?
5. Do the youths and other beneficiaries use smart phones or digital media? If yes then what proportion in average use it?
6. Are you and other beneficiaries of your area aware of DDC / municipal web portal? If yes, is there useful information? What sort of information is there?
7. What changes have you found in information and communication in your District office or municipal office?
8. Can you find previous information or data of your VDC or ward in DDC or Municipal office? Have you done that yet? If yes in what form?
9. Do you think – the beneficiaries or stakeholders take good interest on what you communicate?
10. What do you think are challenges of communication in your catchment area?
11. What do you think how more people (both excluded and non-excluded) could be reached or how they could get right and adequate information?
12. What sort of ICT training did you attended before? What did you learn? Did you use it? If yes, is that beneficial? why
13. What is your involvement in ward or VDC level forum? Is your voice heard and included while planning? Please give evidence.

Key Informant Interview - VI

Questionnaire for ICT Volunteer (DDC or Municipality)

Date:

Full Name:

Station:

Working Since:

1. In general, how did you find working with DDC or Municipality? Did you find your daily work as per your job description?
2. What changes have you found in ICT in this institution? What is the major achievement in this institution from ICT perspective? What are the factors resulting this?
3. How have you identified need or problems and how did you prioritise that? Did you use certain tools?
4. How do you plan support activities? Do you do that in a periodic basis or annually? How about ad-hoc needs and requirement?
5. Do you think there is progress and achievement as per plan? If yes, to what extent there has been the progress?
6. How do you monitor and support ICT work on daily basis? Please explain. Do you think that has been effective?
7. Do you feel confident in doing your job? OR do you think it would have been easier to get support in some area? Please mention if any?
8. How do you feel about capacity building support to Government staffs? What is the difference in perception, recognition – then & now? Do you think - they are resistant to change?
9. Do you think the support you get & the support you provide is organised? If Yes, how. If No, how this can be organised / improved?
10. How have you found interest and commitment from the IT section & government staff to improve ICT?
11. What are the things in relation to ICT that was given priority during the recent District or Municipal council? To what extent the things were included?
12. How do you feel about informations that are provided through website and social media? Has this been reached at the population level population as expected? And is there interest from the citizen?
13. Do you think the IT focal person now can handle data entry, information management, website and social media updates on his own? If yes, to what extent?
14. How about the support you get from the RCU level? Is that sufficient and as expected?
15. What are the key challenges in ICT at Local body level in your opinion? How this can be tackled?
16. How did you find training DDC, VDC or municipal Social mobilizer? What was the level of interest?
17. Do you think – this ICT could be taken to further to community level? If yes, How?
18. How did you find volunteerism? Is this something as expected?
19. Are you motivated to this? Has there been performance appraisal since you joined?

Key Informant Interview - VII

Questionnaire for Programme Coordination Unit (UNV Programme Coordinator)

Date:

Full Name:

Position entitled:

1. How has UNV / ICT support been so far in terms plan and achievement? Has the support been progressive in a phase wise manner?
2. Do you think this UNV / ICT component support modality & partnership was relevant approach? If yes / No why?
3. Were the framework and plan of the support component were clear and achievable?
4. How have you perceived the commitment and response to from the stakeholders to this particular component?
5. How different have you felt in coordinating the UNV team & with the LGCDP / MoFALD team? Does the difference need different approach? If yes, how?
6. How has the coordination been with loE so far? Do you think it is the same as committed and agreed? If no, why?
7. Do you think the UNV capacity has optimally been used for this support? If Yes / No, how?
8. How efficient have you found the UNV team in terms technical capacity?
9. What have you felt about program management aspect of this support? (Planning, implementation plan, Technical and management guideline, M & E system, reporting system, documentation).
10. What has been most challenging and what attempt had been made to overcome this? Were the potential risk or challenges been identified prior to support the implementation?
11. How appreciative & guiding has MoFALD & LGCDP team been? Has the contribution been recognised, reflected and implemented seriously? If not, why?
12. Do you think there has been adequate support to this component? And is the UNV team sufficient to support the entire districts of the nation?
13. Which area under this particular support needs special emphasis? What direction should the UNV support component now look for?
14. Are you aware of any exit plan for this particular component? If yes, then please elaborate and put your opinion forth.
15. How has the experience of volunteerism been? Is this what you expected? Are you motivated? If yes / No why?
16. Do you think UNV have contributed to national and local volunteerism apart to the technical support? To what extent and how the contribution has been?

Key Informant Interview - VIII

Questionnaire for Programme Coordination Unit (UNV - ICT Coordinator)

Date:

Full Name:

Position entitled:

1. In general, how has the journey been of system set up, information management? How long did it take to make the system operational?
2. Do you think there has been adequate change in information & communication at the centre level? What has been the main achievement of ICT support? And what are the factors for achievement?
3. How have you OR do you identify needs and issues related to ICT? Do you use certain tools / techniques? How do you address district or regional level problems? Do you think the issue that you identify and try to solve gets repeated? If yes, why ?
4. How have you found data and information in terms of completeness and accuracy? What is the difference (then & now)?
5. What have been main challenges of ICT? How has that been addressed? Do you think that adequate?
6. What do you think of your recommendation related to ICT? Is that recognised and included in ASIP?
7. How do you monitor and supervise RCU? Do you use monitoring and supervision tool? Do you think the technical support at district level is uniform and standard? Do they follow operational guideline?
8. What do you think of LGCDP staff capacity to extract information and data from the information system? Can they do this independently or with least support?
9. What do you think of GoN staff capacity to manage central information system independently or with least support?
10. What do you think of coordination with MoFALD, LGCDP and other stakeholders? Are they interested and committed to ICT? If yes, then in what way?
11. In your opinion, which direction of support now UNV should look at?
12. How have you found the volunteerism? Is this the something as expected? Are you motivated?
13. How have you found the UNV & ICT volunteers? Are they motivated? Has there been any volunteer promotion or motivating activities after the deputation?

Key Informant Interview - IX

Questionnaire for Regional Coordination Unit (UNV - ICT Expert)

Date:

Full Name:

Position entitled:

1. In general, how has the ICT part doing so far in your region? Do you think is there has been changes and improvement in terms of information and communication? Please elaborate.
2. What is the main achievement of ICT support in your opinion? And what are the factors for that achievement?
3. How have you identified the need / problem of the district? And how have you prioritised them?
4. How do you manage the districts and volunteers of your region? Do you think you have been able to give adequate support technically and from managerial perspective?
5. Do you think the support you provide is organised? If yes, How? If No, How this can be improved?
6. Are you aware of operation manual / guideline for volunteers? Do you follow that? How helpful has that been?
7. Is there difference in terms performance between DDC & municipality? Why do you think the difference is?
8. Is there also difference in performance between RCU centred district and the distant districts?
9. If there is , How this both could be improved (re. Q 7, Q8)
10. Do you think the ICT volunteers in your region are efficient enough to support Local bodies? If not, why and how this can be improved?
11. What do you think about Local bodies (DDC / municipality) interest and commitment to ICT?
12. Are there districts having NO ICT volunteers in your region? OR has there been any who resigned or left? What do you think are the reasons for not being able to recruit, depute, retain?
13. How do you feel about the support provided from the centre? Is that adequate or do you think there must be some change? If Yes, What?
14. What are the key challenges that you have faced till date? How did you overcome that?
15. Do you think the LBs whose performance is better now can work independently? If Yes / No why?
16. What do you think about the whole system and mechanism of ICT support? Is this enough to provide the support? OR do you recommend some changes in that?
17. How have you found the volunteerism? Is this the something as expected? Did you have your performance appraisal?
18. How have you find the ICT volunteers in districts? Are they motivated? Has there been any volunteer promotion or motivating activities after the deputation?

Annex 7. Data collection tool II (Exit interview questionnaire)

Exit Interview

Questionnaire for Local beneficiary

Date:

Sex:

DDC / Municipality (Ward):

1. What is the purpose of your visit?
2. Were you previously aware where to seek the service or information from (specific section)? OR are you aware now?
3. Have you seen or heard of citizen charter? Do you know where it is? Do you know what information does it contain?
4. Is this your first time here? If not, is there any changes you have observed in terms of information, display or communication since last visits?
5. Was your information registered in paper logbook or in computer?
6. In the service section, did the office personnel used computer while serving you?
7. Are you aware of web portal of this institution? If yes, how did you know? Have you ever surfed? Was that useful? If yes, in what way?
8. Are you aware of social media such as face book of this institution? If yes, how did you know? Did you liked and find useful? If yes How?
9. How the information or service of this institution can be communicated to the general people like you?
10. Is there social mobilizer in your ward? How often are you in contact and normally for what purpose?

Annex 8. Data collection tool III (Observation checklists)

Observation Checklist - I

Central information Management (Central / PCU)

Date of Assessment:

S. No	Observation Area	Status / Availability		Remarks
		Yes	No	
1	Information management system			
1.1	Update			
1.2	Completeness			
2	Server			
2.1	Backup (Data)			
2.2	Backup (Power)			
3	Web Portal			
3.1	Update			
3.2	Completeness			
3.3	Hits			
4	Social Media			
4.1	Update			
4.2	Likes			
4.3	Comments			
4.4	Response to comment			
5	Digital Maps			
5.1	Social Map			
5.2	Poverty map			
5.3	Resource map			
6	Records / Report keeping			
6.1	Digital			
6.2	Archive			
7	Plan / Reporting			
7.1	Annual plan			
7.2	Quarterly plan			
7.3	Monitoring & supervision plan (Single /Joint)			
7.4	Field monitoring report			

Observation Checklist - II
Regional information Management (RCU)

Date of Assessment:

S. No.	Observation Area	Status / Availability		Remarks
		Yes	No	
1	Information management system			
1.1	Update			
1.2	Completeness			
2	Server			
2.1	Backup (Data)			
2.2	Backup (Power)			
3	Record / Report keeping			
3.1	Digital			
3.2	Archive			
4	Plan			
4.1	Annual plan			
4.2	Quarterly plan			
4.3	Monitoring & supervision plan (Single /Joint)			
5	Reporting			
5.1	Field monitoring Report			
5.2	Program report (Annual / Biannual)			

Observation Checklist - III

District information Management (DDC / Municipality)

Date of Assessment:

S. No	Observation Area	Status / Availability		Remarks
		Yes	No	
1	Information management system			
1.1	Update			
1.2	Completeness			
2	Server			
2.1	Backup (Data)			
2.2	Backup (Power)			
3	Internet (Availability hours)			
3.1	Ethernet connection			
3.2	Wi-Fi connection			
3.3	Access to public			
4	Web Portal			
4.1	Update			
4.2	Completeness			
4.3	Hits			
5	Social Media			
5.1	Update			
5.2	Likes			
5.3	Comments			
5.4	Response to comment			
6	Application / software			
6.1	Administrative management			
6.2	Financial management			
6.3	Vital registration			
6.4	Social security management			
6.5	Tax management (For Municipality)			
7	Record / Report keeping			
7.1	Digital			
7.2	Archive			
8	Meeting Minutes (ICT related)			
8.1	Available			
8.2	Issues addressed			
9	On Station Digital Information			
9.1	Digital display			
9.2	Citizen charter			
9.3	Miscellaneous			

Annex 9. Data collection tool IV (secondary data tool PCU)

Activities completed 2014 / 2015 / early 2016 (Program Coordination Unit)

Activities	year			Remarks
	2014	2015	2016	
No. of ICTVs recruited & deployed				
No. of ICTVs transferred				
No. of ICTVs resigned				
No. of ICT expert recruited & deployed				
No. of ICT expert resigned				
No. of training events for ICT expert				Please mention the training name
Need assessment survey completed				
Concept notes on software developed				Please name softwares
Support & Development of MoFALD website				
Support & Development of LGCDP website				
Regular updates of MoFALD website				At least once a month
Regular updates of LGCDP website				At least once a month
Support & development of MoFALD social media page				
Support & development of LGCDP social media page				
Regular updates of MoFALD social media page				At least once a week
Regular updates of LGCDP social media page				At least once a week
Developed online file sharing system for sending Akhtiyari				
Development of MoFALD digital display				
Development of MoFALD digital notice board				
Development MoFALD mobile application				
Any other online or software based system developed				
-Budget authorised system				
- Revenue management and billing system				
Pls add				
No. of monitoring & supervision visit to RCU or field				

Note: Please mention YES / NO in case of activities developed / completed or supported. If necessary add in Remarks portion

Annex 10. Data collection tool V (secondary data tool RCU)

Activities completed 2014 / 2015 / early 2016 (Regional Coordination unit)

Activities	Year						Remarks
	2014		2015		2016		
	DDC	Mun	DDC	Mun	DDC	Mun	
System set up & use							
No. of institution with network server							
No. of institution with file server							
No. of institution with printer server							
No. of institution with backup power (UPS / generator/ solar)							
No. of institution with digital display							
No. of institution with digital notice board							
No. of institution with audio notice board							
No. of institution with digital citizen charter							
No. of institution with CCTV camera system							
No. of institution using group SMS system							
No. of institution using biometric attendance							
No. of institution using queue management system							
No. of institution using google drive for file sharing / official work							
No. of institution using digital archive for records / documentation							
No. of institution with internet connection (Ethernet)							
No. of institution with ≤ 500MBPS internet connection							
No. of institution with ≥500MBPS internet connection							
No. of institution with Wi-Fi connection							
No. of institution using software (in different sections)							Please mention software name if different
- Accounting / financial management							
- Social security							
-Vital registration							
- Store / inventory management							
- Poverty / tax management							

- Registration & issue							
Training & institutional practise							
No. of ICTV trained on							
- GIS & mapping							
- Other area (please name & insert row below as necessary)							
No. of staffs trained on basic computer / ICT							
No. of Social mobilizers oriented / trained on basic computer / ICT							
No. of other VDC / ward staffs trained on basic computer / ICT							
No. of staffs trained on website & its management (ICT support)							
No. of institution having functional website							
No. of institution where website is updated at least on monthly basis							
No. of institution with social media page (Facebook)							
No. of institution where social media page is updated regularly (at least per week)							
No. of staffs trained on WBRS (with ICT support)							
No. of institution reporting via WBRS							
No. of staffs trained on online MIS (with ICT support)							
No. of institution reporting via online MIS							
No. of staffs trained on accounting / financial management software (with ICT support)							
No. of institution where accounting / financial management software is functional							
No. of staffs oriented / trained on e-bidding system (with ICT support)							
No. of institution where e-bidding system is practised							
No. of institution using online Akhtiyaree system							
No. of institution using online budget authorisation system							
No. of institution where budget is allocated for ICT (in general Lump sum)							
No. of institution where budget is allocated for ICT (in specific ICT headings)							
Monitoring / supervision							
No. of Monitoring visit completed							
No. of monitoring visit accompanied with LGCDP team							

No. of institution visited							
No. of new municipality where ICT support started							
No. of institution with no ICTVs							
Volunteerism /Knowledge sharing							
No. of ICTVs who shared news / learning on ICT blog							
No. of districts where volunteer activities celebrated							Volunteer day or orientation/ training