

**RECORD OF DISCUSSIONS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF NEPAL
ON
JAPANESE TECHNICAL COOPERATION
FOR
PROJECT FOR STRENGTHENING THE MONITORING AND
EVALUATION SYSTEM IN NEPAL PHASE II**

With Regard to the Minutes of Meeting between the Detailed Planning Survey Team and the Government of Nepal dated August 16, 2010, Japan International Cooperation Agency (hereinafter referred to as "JICA") exchanged views and had a series of discussions, through the Chief Representative of JICA in Nepal, with the Nepalese authorities concerned with respect to desirable measures to be taken by JICA and the Government of Nepal for the successful implementation of the above-mentioned Project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of Nepal, signed in Kathmandu on September 3, 2003 (hereinafter referred to as "the Agreement"), JICA and Nepalese authorities concerned agreed on the matters referred to in the document attached hereto.

Kathmandu, 18 July, 2011



Mitsuyoshi KAWASAKI
Chief Representative
Nepal Office
Japan International Cooperation Agency



Dhruba Prasad Dahal
Joint Secretary, M&E Division
National Planning Commission Secretariat
Government of Nepal

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF NEPAL

1. The Government of Nepal will implement "Project for Strengthening the Monitoring and Evaluation System in Nepal Phase II" (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the policies and laws in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II. The role of the experts will be basically according to Annex VI. The provision of Article III (b) of the Agreement will be applied to the above-mentioned experts.

2. PROVISION OF MACHINERY AND EQUIPMENT

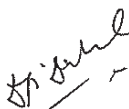
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex II. The provision of Article III (e) of the Agreement will be applied to the Equipment.

3. TRAINING OF NEPALESE PERSONNEL IN JAPAN AND THIRD COUNTRIES

JICA will receive the Nepalese personnel connected with the Project for technical training in Japan and third countries.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF NEPAL

1. The Government of Nepal will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of Nepal will ensure that the technologies and knowledge acquired by the Nepalese nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of Nepal.
3. In accordance with the provisions of Article VI of the Agreement, the Government of Nepal will grant in Nepal privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VIII of the Agreement, the Government of Nepal will take the measures necessary to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.



5. The Government of Nepal will take necessary measures to ensure that the knowledge and experience acquired by the Nepalese personnel from technical training in Japan and third countries will be utilized effectively in the implementation of the Project.
6. In accordance with the provision of Article V(b) of the Agreement, the Government of Nepal will provide the services of Nepalese counterpart personnel and administrative personnel as listed in Annex III.
7. In accordance with the provision of Article V(a) of the Agreement, the Government of Nepal will provide the office spaces and facilities as listed in Annex IV.
8. In accordance with the laws and regulations in force in Nepal, the Government of Nepal will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
9. In accordance with the policies and laws in force in Nepal, the Government of Nepal will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Joint Secretary , M&E Division of National Planning Commission Secretariat (NPCS), as the Project Director, will be responsible for the Project Management.
2. Taskforces for the Project will be set up at National Planning Commission, Ministry and District level, respectively. The Taskforces will play a core role to implement related activities as shown in Annex I. Member of Taskforces are shown in Annex III.
3. The Japanese Team Leader(Chief Technical Advisor) will provide necessary advice and recommendations to the Project Director on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical advice and recommendations to Nepalese counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee (JCC), chaired by the Secretary of NPCS, will be established by the Government of Nepal and JICA. The functions and compositions of JCC are described in Annex V.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Nepalese authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of its achievements and impacts.

VI. CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VII of the Agreement, the Government of Nepal

undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Nepal except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of Nepal on any major issues arising from, or in connection with this Attached Document.

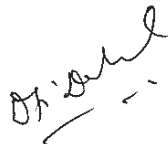
VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Nepal, the Government of Nepal will take appropriate measures to make the Project widely known to the people of Nepal.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three years and six months tentatively from arrival of Japanese Experts.

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE INPUTS
ANNEX III	LIST OF NEPAL COUNTERPART
ANNEX IV	LIST OF NEPAL INPUT
ANNEX V	JOINT COORDINATING COMMITTEE
ANNEX VI	TENTATIVE ROLE OF JAPANESE EXPERTS



ANNEX I MASTER PLAN

(1) Duration of the Project

The duration of the Project will be tentatively from November 2011 to May 2015 (3.5 years from arrival of Japanese Experts)

(2) Implementation Agency and Counterpart Agency

- Implementation Agency/Counterpart Agency: National Planning Commission Secretariat
- Partner Ministries
 - Ministry of Physical Planning and Works (MoPPW)
 - Ministry of Agriculture and Cooperative (MoAC)
 - Ministry of Local Development (MoLD)
 - Ministry of Forests and Soil Conservation (MoFSC)
 - Ministry of Education (MoE)
- Pilot Districts District Development Committees (DDCs)

(3) Target Area

Center Level

The ministries as mentioned above and key departments under those ministries will be the target agencies at the central level. The departments covered will be Department of Roads and Department of Water Supply and Sewerage (MoPPW); Department of Agriculture and Department of Livestock (MoAC), Department of Local Infrastructures and Agriculture Roads (MoLD), Department of Forest and Department of Soil Conservation and Watershed Management (MoFSC), Department of Education (MoE). Similarly, regional directorates of the concerned departments related to the below mentioned pilot districts will also be the target area in order to strengthen the vertical linkages up to the district level.

Pilot Districts

The districts in the Sindhuli Road corridor area, namely Kavreplanchowk, Sindhupalchowk, Dolakha, Ramechhap, and Sindhuli will be covered as the pilot districts. District level offices of the above mentioned ministries/departments will be target offices.

(4) Overall Goal of the Project

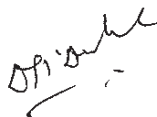
NPCS and Ministries formulate plan based on the results of monitoring and evaluation (M&E).

(5) Purpose of the Project

M&E mechanism in which M&E results are reflected in the planning process is improved with coordination among NPCS, Ministry, and District.

(6) Outputs

1. NPCS capacity of formulating result-based M&E system is enhanced based on the



- implementation of Result-based M&E Guidelines.
2. M&E mechanism of Partner Ministries according to Result-based M&E Guidelines prepared by NPC is improved.
 3. Reporting and feedback of M&E results from Pilot Districts to Partner Ministries, and NPC are enhanced.
 4. Coordination mechanisms among divisions of NPC and between NPC and Partner Ministries are enhanced for reflecting M&E results to planning process.

(7) Activities

- 1-1 Review the M&E capacity of NPC
 - 1-2 Prepare national M&E annual plan
 - 1-3 Establish NPC Coordination Taskforce consisting of division officers of NPC and Partner Ministries
 - 1-4 Conduct training of M&E to NPC staff
 - 1-5 Formulate operational procedure of Result-based M&E
 - 1-6 Monitor progress of P1 Projects/Programs' M&E of Partner Ministries in Pilot Districts
 - 1-7 Analyze M&E reports submitted by Partner Ministries
 - 1-8 Prepare M&E reports annually/trimester
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- 2-1 Review capacity of Partner Ministries on M&E and its feedback to the planning process
 - 2-2 Establish Sector Coordination Taskforces consisting of NPC and Partner Ministries officers
 - 2-3 Prepare Ministerial/Sectoral M&E annual plan
 - 2-4 Conduct M&E training to Partner Ministries staff
 - 2-5 Revise/Set up interim indicator, format, and procedure for project/program M&E
 - 2-6 Provide directives and support Pilot Districts for M&E procedure
 - 2-7 Monitor progress of projects/programs' M&E of Pilot Districts
 - 2-8 Organize planning review meeting based on the M&E result
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- 3-1 Review capacity of Pilot Districts on M&E and its feedback to the planning and implementation process
 - 3-2 Establish District Coordination Taskforces consisting of DDC and partner line agencies officials
 - 3-3 Conduct M&E training to staff of Pilot Districts.
 - 3-4 Monitor Project/Program and report its result according to the M&E procedure in Pilot Districts.
 - 3-5 Share the M&E results at review meeting at Pilot Districts.
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- 4-1 Formulate operational procedure to strengthen coordination between M&E Division and Sectoral Divisions for reflecting M&E result to project/program approval process.
 - 4-2 Formulate operational procedure to strengthen coordination between M&E Division and EMD for reflecting M&E result while reviewing of the national periodic plan.
 - 4-3 Organize sensitization workshop with relevant stakeholders for sharing M&E results.
 - 4-4 Organize policy forum for enhancing awareness and understanding of decision makers based on

lesson learnt from M&E practices.

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ANNEX II LIST OF JAPANESE INPUTS

1. Dispatch of Experts

(1) Japanese Experts

- (a) Team Leader (Chief Technical Advisor/Evaluation System)
- (b) M&E Expert on Policy and Program level (for partner ministry)
- (c) M&E Expert on local governance (for pilot districts)
- (d) Coordinator/Training, Planning and Management Expert

Other Experts (short term) will be assigned whenever necessary for smooth implementation of the project.

This list is subject to change through the discussion between both sides whenever necessity arises. Tentative role of Japanese Experts are shown in Annex VI.

JICA will provide the services of Japanese experts (tentatively, it is estimated approximately 70M/M) based on the Project activities.

(2) Local Experts/Consultants

Local experts/consultants will be recruited when necessity arises.

NOTE:

The assignment schedule of the experts will be fixed depending on the progress of the Project and availability of suitable experts. The number and Terms of Reference of experts will be decided in consideration of the progress of the Project through mutual consultation.

2. Provision Equipment

Equipment necessary for the effective implementation of the Project will be provided by JICA to the Government of Nepal within the budget allocated for its technical cooperation.

JICA will provide one vehicle under project jurisdiction for the effective implementation of the project activities. The detail of the vehicle will be decided through mutual consultation with project experts.

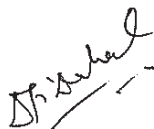
NOTE:

(1) The above-mentioned equipment is limited to that necessary for the transfer of technology by the Japanese experts.

(2) Content, specifications, and quantity of the above-mentioned equipment will be decided through mutual consultations.

3. Training

Training for counterpart personnel related with the Project will be conducted in Nepal, Japan and third countries as necessary.



ANNEX III LIST OF NEPAL COUNTERPART

1. Project Director

Joint Secretary, M&E Division, NPCS

<Function>

- (a) To be responsible for the Project management
- (b) To supervise the Project through directing project implementation
- (c) To coordinate with other TA implementing agencies relating to M&E
- (d) To provide overall guidance to the project, ensuring it remains within any specified constraints.

2. Task Force

a. NPCS Coordination Task Force

Chair: Joint Secretary, M&E Division, NPCS

Coordinator: Program Director, M&E Section (Agriculture, Local Development and Infrastructure Sector), NPCS

Members: Program Director, Poverty Monitoring Section, NPCS
Program Director, M&E Section (Economic and Social Sector), NPCS
Program Director, Macro Economic Section, NPCS
Program Director, Agriculture and Forest Section, NPCS
Program Director, Local Governance Section, NPCS
Program Director, Road, Water Supply Section, NPCS
Program Director, Education Section, NPCS
Under Secretary, M&E Section, Office of Prime Minister and Council of Ministers
Under Secretary, M&E Division, MoF
Chair/Coordinators of Sector Coordination Taskforce at partner Ministries
Expert Team, SMES II

<Function>

To coordinate among division and sections of NPCS as well as between NPCS and Partner Ministries for implementing the project smoothly at central level

b. Sector Coordination Taskforce

MoLD

Chair: Joint Secretary, Planning and Foreign Aid Coordination Division, MoLD

Coordinator: Under Secretary, M&E Section, MoLD

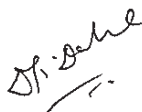
Members: Under Secretary, Planning Section, MoLD
Program Director, M&E Section (Agriculture, Local Development and Infrastructure Sector), NPCS
Program Director, Poverty Monitoring Section, NPCS
Program Director, Local Governance Section, NPCS
M&E Section Chief, DoLIDAR

MoAC

Chair: Joint Secretary, M&E Division, MoAC

Coordinator: Chief, M&E Section (Program/Project), MoAC

Members: Chief, Planning Section, MoAC
Program Director, M&E Section (Agriculture, Local Development and



Infrastructure Sector), NPCS
Program Director, Agriculture Section, NPCS
Section Chief, (Other Sections under M&E Division of MoAC)
M&E Section Chief, DoA
M&E Section Chief, DoLS

MoFSC

Chair: Joint Secretary, M&E Division, MoFSC
Coordinator: Under Secretary, Project Monitoring Section, MoFSC
Members: Under Secretary, Program Monitoring Section, MoFSC
Under Secretary, Planning Section, MoFSC
Program Director, M&E Section (Agriculture, Local Development and Infrastructure Sector), NPCS
Program Director, Forest Section, NPCS
Chief, M&E Section, DoF
Chief M&E Section, DSCWM

MoPPW

Chair: Joint Secretary, Planning and M&E Division, MoPPW
Coordinator: SDE, M&E (Road), MoPPW
Members: SDE, M&E (Water Supply), MoPPW
SDE, Planning Section, MoPPW
Program Director, M&E Section (Agriculture, Local Development and Infrastructure Sector), NPCS
Program Director, Road, Water Supply Section, NPCS
Chief, M&E Section, DoR
Chief, M&E Section, DWSS

MoE

Chair: Joint Secretary, Monitoring, Evaluation and Inspection Division, MoE
Coordinator: Under Secretary, M&E Section, MoE
Members: Under Secretary, Planning Section, MoE
Program Director, M&E Section (Economic and Social Sector), NPCS
Program Director, Education Section, NPCS
Chief, M&E Section, DoE

<Function>

To coordinate among division and sections of each Partner Ministries for implementing the project smoothly at central level in each sectors

c. District Coordination Taskforce

Chair: Local Development Officer, DDC
Coordinator: Planning, Monitoring and Administrative Officer, DDC
Members: Program Officer (Information), DDC
Planning Officer, DADO
Planning and / or Monitoring Section Chief, DLSSO
Planning and / or Monitoring Section Chief, DFO
Planning and / or Monitoring Section Chief, DSCO
Planning and / or Monitoring Section Chief, WSSDO
Planning and / or Monitoring Section Chief, DEO

<Function>

To coordinate among the district level offices of Pilot Districts for implementing the project smoothly at district level

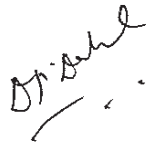
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ANNEX IV LIST OF NEPAL INPUT

The following input will be provided by the Government of Nepal for the implementation of the Project.

1. Necessary office space and furniture for Japanese Experts
2. Running expenses (water, electricity, intercom telephone and internet) for the Project offices
3. Other facilities mutually agreed upon as required
4. Necessary budget for daily activities of counterparts



ANNEX V JOINT COORDINATING COMMITTEE

The JCC will be formed and its meetings will be held at least once a year for the smooth implementation of the Project. The prospective function and members of the JCC are as follows.

1) Function

- (a) To approve the Project Plan to be formulated by the Project in accordance with the Record of Discussion
- (b) To review overall progress of the technical cooperation project, in particular, activities carried out based on the above Project Plan
- (c) To review and exchange views on major issues arising from or in connection with the Project
- (d) To periodically revise the Project Design Matrix (PDM) and Plan of Operation (PO), as in Minutes of Meeting (M/M), as necessary.
- (e) To recommend and request for necessary actions to the organizations, concerned.

2) Members

(a) Chairperson: Secretary, National Planning Commission Secretariat

(b) Members:

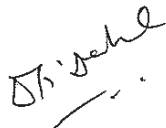
Nepal Side

Joint Secretary, M&E Division, NPCS
Joint Secretary, ARD, NPCS
Joint Secretary, Infrastructure, NPCS
Joint Secretary, EMD, NPCS
Joint Secretary, Social Development Division, NPCS
Joint Secretary, Human Resource Development Division, NPCS
Joint Secretary, M&E Division, MoAC
Joint Secretary, M&E Division, MoFSC
Joint Secretary, Planning and M&E Division, MoPPW
Joint Secretary, Planning and Foreign Aid Coordination Division, MoLD
Joint Secretary, Monitoring, Evaluation and Inspection Division, MoE
Joint Secretary, M&E Division, MoF

Japan Side

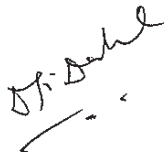
Expert Team, SMES II
Representative, JICA

*The GoN and JICA can invite other personnel as necessary.



ANNEX VI TENTATIVE ROLE OF JAPANESE EXPERTS

- (a) Team Leader (Chief Technical Advisor/Evaluation System)
- Provide policy advice to NPCS and partner ministries to improve overall M & E system and reflection of M & E results in planning process
 - Support to coordinate with NPCS and partner ministries on policy guidelines and laws
 - Support to coordinate JCC meetings and taskforce meetings
 - Support to coordinate with government and donor agencies on M & E related issues
 - Overall management of the project activities
- (b) M&E Expert on Policy and Program (for partner ministry)
- Review and give input in the formulation of M & E policy, program , annual plan and M&E technique to the partner ministries
 - Support to coordinate partner ministry Taskforce meetings
 - Provide technical advice and input in monitoring the progress reports of special projects/programs of partner ministries
 - Provide technical advice and inputs for the evaluation of selected projects/programs of partner ministries.
 - Support to coordinate with government and donor agencies on ministry level M & E issues
- (c) M&E Expert on local governance (for pilot districts)
- Review and give input in the formulation of M & E annual plan and M&E techniques in pilot districts
 - Support to coordinate pilot district Taskforce meetings
 - Provide technical advice and input in monitoring the progress reports of special projects/programs of partner ministries pilot districts
 - Support to coordinate with government and donor agencies on district level M & E issues
- (d) Coordinator / Training, Planning and Management Expert
- Explore and coordinate with M & E experts in Japan and third countries for training, workshops and policy forums
 - Liaison with NPCS, partner ministries, pilot districts and training institutes for M & E human resource development
 - Support to coordinate between project office, taskforce of NPCS, partner ministries and pilot districts
 - Support in the coordination of NPCS and pilot district level organizations for the implementation of the project activities
 - Support in the publication of reports and manuals
 - Provide administrative and logistic support to smoothly run the project



4. 調査日程表

N o.	Date	Day	Activities	Place
1	July 12	Mon	(Consultant: NRT-BKK)	BKK
2	13	Tue	BKK - KTM Internal meeting at JICA Nepal 16:00 Meeting with Mr. Ram Prasad BHANDARI 18:00 Meeting with Ms. Miwa HIASA	KTM
3	14	Wed	Review of Baseline Survey Findings Finalize Check list for Interview with Ministries/Districts 11:00 am Meeting with M&E section, NPCS Mr. Tamang 12:30 Meeting with Agriculture section / Rural Development section, NPCS (Mr. Shrestha and Mr. Bhandari) 15:00 Meeting with Education section, NPCS (Mr. Khanal)	
4	15	Thu	10:30 Meeting at ADB (Mr. Parwez and Ms. Shrestha) 12:00 Meeting at M&E Section, MoLD (Mr. Shrestha) 12:45 pm Meeting with M&E Specialist of LGCDP (Dr. Shrestha)	KTM
5	16	Fri	11:00 Meeting at MoE (Mr. Bhattarai, M&E Section, Mr. Dhungel SMES Core Trainer) 12:20 Meeting at MoAC (Mr. Adhikari) 14:30 Meeting at UNDP Project Office, NPC (Dr. Pradhan)	KTM
6	17	Sat	Internal discussion	KTM
7	18	Sun	09:00 Travel to Sindhupalchowk District 14:00 Meeting at DEO (Mr. Dahal) 15:30 Meeting at DFO (Mr. Bamjan) 16:40 Meeting at DADO (Mr. Tiwary)	Chautara
8	19	Mon	10:00 Meeting at DDC (Mr. Khadka) 12:00 Meeting at DSCO (Mr. Shrestha) 13:20 Travel back to Kathmandu (Mr. Takeda, Kimata NRT-BKK)	KTM
9	20	Tue	(Mr. Takeda, Kimata BKK- KTM) 11:00 Meeting with JS, Economic Management Division, NPCS 14:00 Meeting with Mr. Vaidhya, UNICEF 14:30- CC to CR of JICA Nepal Meeting with JICA, Ms. Ishida (Chief of SMES)	KTM
10	21	Wed	11:00 CC to Secretary of NPCS (Mr. Pandey) 14:00 Meeting with MoF (JS Mr. Regmi, US Mr. Tripathi) 15:00 Meeting with JS of Poverty Monitoring Division, NPCS (Mr. Dahal) Meeting with M&E Section Chief, MoFSC (time to be confirmed)	KTM
11	22	Thu	Internal discussion 15:10 Fly to Janakpur (PM)	Janakapur
12	23	Fri	07:00 Travel to Sindhuli (Morning) 09:30 Round table meeting with LDO/DDC and other line agencies 13:00 Travel back to Janakpur 16:05 Return back to KTM	KTM
13	24	Sat	Internal Meeting Preparation for the Action Plan Workshop	KTM
14	25	Sun	Internal Meeting 13:00 Planning workshop @ NPCS	KTM

15	26	Mon	14:00 M/M discussion with NPCS	KTM
16	27	Tue	Internal Discussion 16:00- M/M discussion	KTM
17	28	Wed	12:00- M/M Discussion	KTM
18	29	Thu	9:00- Report to JICA 10:30- M/M Discussion with NPCS KTM-BKK	KTM
19	30	Fri	BKK-NRT	

5. 主要面談者リスト

Name	Position
NPCS	
Mr. Yuba Raj Pandey	Secretary, NPCS
Mr. Dhruva P. Dahal	JS/Chief, PMD, NPCS
Mr. Puspa Lal Shakya	JS, Economic Management Division, NPCS
Mr. Rabi Shankar Sainju	Program Director, Macro Economic Section, NPCS
Mr. Rudra Singh Tamang	Program Director, M&E Section, NPCS
Mr. Biju Kumar Shrestha	Program Director, Agriculture and Forests Section, NPCS
Ms. Rudra Devi Sharma	Planning Officer, Agriculture and Forests Section, NPCS
Ms. Nita Pokharel	Planning Officer, Agriculture and Forests Section, NPCS
Mr. Narayan P. Bhandari	Planning Officer, Local Development Section
Mr. Sanjaya Kumar Khanal	Program Director, Education and Human Resources Section, NPCS
Mr. Tej Prasad Panthi	Planning Officer (Core Trainer), NPCS
Mr. Subash Dhakal	Computer Officer, NPCS
Mr. Radha Krishna Pradhan	Program Director, Infrastructure Section, NPCS
Mr. Dhruva Bandhu Aryal	Under Secretary (Core Trainer), Local Development Section, NPCS
Mr. Lava K.C.	Program Director, NPCS
Mr. Pashupati P Bhandari	Under Secretary, M&E Section, NPCS
Central Level Line Agencies	
Mr. Lokdarshan Regmi	JS/Chief, M&E Division, MoF
Mr. Janardan P. Tripathi	US, M&E Division, MoF
Mr. Raj Kumar Malla	JS, Planning and M&E Division, MoPPW
Mr. Rajiv Ghimire	SDE, PME Division, MoPPW
Mr. Jivan K.C.	SDE, PME Division, MoPPW
Mr. Bikash Kafle	Engineer, PME Division, MoPPW
Mr. Gobinda P. Adhikari	Section Officer, PME Division, MoPPW
Mr. Diwakar Dhungel	Jt. Secretary, Education Review Office, MoE (Core Trainer)
Mr. Gopal Prasad Bhattarai	Under Secretary, M&E Section, MoE
Mr. Dhan Bahadur Shrestha	Under Secretary, M&E Section, MoLD
Dr. Raghu Shrestha	M&E Specialist, LGCDP
Mr. Ram Babu Adhikari	Senior Agriculture Economist, M&E Division, MoAC
Mr. Buddhi Nath Bhattarai	Agriculture Economist, M&E Division, MoAC
Mr. Chevan P. Guragain	US/ Chief M&E Section, MoFSC
Ms. Manju Adhikari	Section Officer, MoE
Mr. Subas Chandra Shiwakoti	US, DTCO Sankhuwasabaha (Core Trainer)
Mr. Ramesh Aryal	Section Officer, M&E Section, MoLD (National Trainer)
Mr. Ram Krishna Shrestha	Senior Extension Officer, MoAC
Mr. Bishnu G. C.	Deputy Director, DoE (Core Trainer)
District Level	
Mr. Ganesh Gyawali	LDO, DDC, Sindhuli
Mr. Keshav Dahal	DEO, DEO, Sindhupalchowk
Mr. Badri Paudel	School Administration Chief, DEO, Sindhupalchowk

Name	Position
Mr. Bharat Subedi	School Supervisor, DEO, Sindhupalchowk
Mr. Sukman Bamjan	Asst. DFO, DFO, Sindhupalchowk
Mr. Dinesh Tiwary	Sr. Agriculture Development Officer (Office-in-charge), DADO, Sindhupalchowk
Mr. Lokendra Bohora	Plant Protection Officer, DADO, Sindhupalchowk
Mr. Deepak Pyakurel	Agriculture Extension Officer, DADO, Sindhupalchowk
Mr. Bhattarai	Act. Horticulture Development Officer, DADO, Sindhupalchowk
Mr. Dhruva Khadka	Planning, Monitoring and Administrative Officer, DDC, Sindhupalchowk
Mr. Rajendra Pyakurel	Information Officer, DDC, Sindhupalchowk
Ms. Geeta Kharel	Assistant, Planning Section, DDC, Sindhupalchowk
Mr. Chandika Shrestha	Assistant, Planning Section, DDC, Sindhupalchowk
Mr. Niranjana Shrestha	Chief, DSCO, Sindhupalchowk
Mr. Keshav Raj Subedi	Planning, Monitoring and Administrative Officer, DDC, Sindhuli
Mr. Sagar K. Dhakal	Program Officer, DDC, Sindhuli
Mr. Dinesh K. Shah	District Facilitator, LGCDP, DDC, Sindhuli
Mr. Dip Narayan Chaudhary	Sub-Engineer, WSSDO, Sindhuli
Mr. Dilli P Paudel	District Project Officer, JICA/COMCAP, Sindhuli
Mr. Kapil P Aryal	Account Officer, DDC, Sindhuli
Mr. Gopal S Lamichhane	Agriculture Extension Officer, DADO, Sindhuli
Mr. Upendra K Singh	Planning Officer, DADO, Sindhuli
Mr. Rajendra P Sah	Veterinary Officer, DLDO, Sindhuli
Mr. Shree Lal Chaudhary	JTA (Planning Sector), DSCO, Sindhuli
Mr. Prabhansh Mandal	Sub-Engineer, DSCO, Sindhuli
Mr. Rup Narayan Jha	Officiating DFO, DFO, Sindhuli
Mr. Ram P Gajurel	Sub-Engineer, DRSP, Sindhuli
Ms. Chandrakala Shrestha	WDO, WDO, Sindhuli
Mr. Manoj K Dhakal	US, DEO, Sindhuli
Mr. Shyam Sundar Shrestha	Chief, DSCO, Sindhuli (Core Trainer)
Donor Organization	
Mr. Shahid Parwez	Project/Program Implementation Officer, ADB
Ms. Rachana Shrestha	Governance and Capacity Building Officer, ADB
Mr. Ashok Vaidhya	Programme Specialist, Planning, M&E Section, UNICEF
Dr. Hari Pradhan	Program Manager, Strengthening Planning and Monitoring Capacity of NPC (UNDP Project at NPC)

6. Plan of Operation (PO) 案

As of 28 July 2010

ネパール王国モニタリング評価システム強化プロジェクト
作業工程・年月表(案)

作業内容	第1年度 2010/11 2007/08			第2年度 2011/12年度 2008/09			第3年度 2012/13年度 2009/10			第4年度 2013/14年度 2010/11			合計																
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	国内	現地			
総括/有償案件評価 政策・プログラムレベル評価 訓練計画管理																													
セミナー講師1																													
セミナー講師2																													
セミナー講師3																													
国内作業																													
現地作業																													
成果1. 成果重視型M&Eガイドラインの普及に基づき、NPCSの成果重視型M&E報告書の作成能力が強化される。																													
1-1 NPCSの能力をレビューする。																													
1-2 ナショナルレベルのM&E計画を作成する。																													
1-3 NPCSとパートナー省の行政官からなるNPCS調整タスクフォースを設置する。																													
1-4 NPCS行政官に対し、M&E結果分析に関する研修を実施する。																													
1-5 成果重視型M&Eの実施手法を決定する。																													
1-6 ハイドラバード郡におけるパートナー省のM&E活動の進捗をモニタリングする。																													
1-7 ハイドラバード郡から提出されたM&E報告書を分析する。																													
1-8 M&E報告書を毎年及び6ヶ月期に作成する。																													
成果2. NPCSが決定した成果重視型M&Eガイドラインに基づき、パートナー省のM&Eメカニズムが改良される。																													
2-1 ハイドラバード郡のM&E能力、計画策定へのフィードバック能力をレビューする。																													
2-2 NPCSとパートナー省の行政官からなるセクター調整タスクフォースを設置する。																													
2-3 省・セクターM&E計画を作成する。																													
2-4 省行政官に対し、M&E研修を実施する。																													
2-5 プロジェクト/プログラムM&Eの指標、報告書式、手続を修正/設定する。																													
2-6 M&E実施手続をハイロット郡に指導する。																													
2-7 ハイロット郡のプロジェクト/プログラムのM&E進捗をモニタリングする。																													
2-8 M&E結果を踏まえた計画レビュー会を開催する。																													
成果3. ハイロット郡からパートナー省、NPCSへのM&E結果の報告体制が強化される。																													
3-1 ハイロット郡におけるM&E、計画策定へのフィードバック能力をレビューする。																													
3-2 DDCとセクター事務所のM&E副運用行政官からなる都県調整タスクフォースを設置する。																													
3-3 ハイロット郡の行政官に対しM&E研修を実施する。																													
3-4 ハイロット郡において、M&E実施手続に基づいてプロジェクト/プログラムをモニタリングし、その結果を計画レビュー会と情報共有する。																													
3-5 M&E結果を計画レビュー会と情報共有する。																													
成果4. M&E結果を計画策定プロセスに反映するためのNPCS関係局間及びNPCS-関係省庁間の調整メカニズムが強化される。																													
4-1 プロジェクト/プログラムのM&E結果を承認/レビューするためのM&E局とセクター局の調整手続を設定する。																													
4-2 M&E結果を国家中期計画に反映するためのM&E局と経済調査局の調整手続を設定する。																													
4-3 関係省間で結果・経験共有セミナーを開催する。																													
4-4 M&Eの実績からの経験・教訓に基づき政策決定者への認識・理解を強化するための政策フォーラムを開催する。																													

Strengthening Monitoring and Evaluation System in Nepal Project Phase 2

Tentative Plan of Operation (PO)

As of 28 July 2010

Planned Activities	2010/11		2011/12		2012		2013		2014		Person in Charge	Organization (Central)	Organization (Local)	Remarks
	2010		2011		2012		2013		2014					
	1	2	3	4	5	6	7	8	9	10				
Output 1: NPCS capacity of formulating result-based M&E report is enhanced based on the extension of Result-based M&E Guidelines														
1-1 Review of role/function of NPCS and its capacity														
1-2 Establish NPCS Coordination Taskforce consist of division officers of NPCS														
1-3 Conduct training/WS of M&E results analysis to NPCS's officers														
1-4 Formulate operational procedure of Result-based M&E														
1-5 Monitor progress of P1 Projects/Programs' M&E of Partner Ministries in Pilot Districts														
1-6 Analyze M&E reports submitted by Partner Ministries														
1-7 Prepare M&E reports annually/trimester														
1-8 Improve Result-based M&E Guidelines based on practices														
Output 2: M&E mechanism of Partner Ministries according to Result-based M&E Guidelines prepared by NPC is improved														
2-1 Review of capacity of M&E and its feedback to the planning process in Partner Ministries														
2-2 Establish Sector Coordination Taskforce consist of NPCS and Partner Ministries														
2-3 Conduct M&E training/WS to Partner Ministries' officers														
2-4 Revise/Set up indicator, format, and procedure for project/program M&E														
2-5 Instruct/Consult M&E procedure to Pilot Districts														
2-6 Monitor progress of projects/programs' M&E of Pilot Districts														
2-7 Organize planning review meeting based on the M&E result														
Output 3: Reporting and feedback of M&E results from Pilot Districts to Partner Ministries, and NPCS, are enhanced														
3-1 Review of capacity of M&E and its feedback to the planning process in Pilot Districts														
3-2 Establish District Coordination Committee consist of officers/staff members of DID and Partner Line														
3-3 Conduct M&E training to staff of Pilot Districts														
3-4 Monitor Project/Program and report its result according to the M&E procedure in Pilot Districts														
3-5 Share the M&E results at review meeting at Pilot Districts														
Output 4: Coordination mechanisms among divisions of NPCS and between NPCS and Partner Ministries are enhanced for reflecting M&E results to planning process:														
4-1 Formulate operational procedure to coordinate between MED and Sectoral Divisions for reflecting														
4-2 Formulate operational procedure to coordinate between MED and EMD for reflecting M&E result to review of national periodic plan														
4-3 Organize sensitization workshop with relevant stakeholders for sharing M&E results														
4-4 Organize policy forum for enhancing awareness and understanding of decision makers based on lessons learned from M&E practices														

Nepali FY	2067/68												2068/69							
	Poush	Magh	Fargun	Chaitra	Baishakh	Jestha	Ashad	Srawan	Bhadra	Asho	Kartik	Mansir	Poush	Magh	Fargun	Chaitra	Baishakh	Jestha	Ashad	
	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
Western Calendar																				
NDAC	▲				▲			▲					▲				▲			
MDAC (Bimonthly)			▲			▲				▲				▲				▲		
MDAC (Trimester)					▲			▲				▲				▲				



Participatory Workshop on SMES Phase 2

1 Background

- Nepal is standing in political and social transition period with the dream of entering the New Nepal. Good Governance including strengthening M&E is one of the prioritized issues for the Government of Nepal (GoN).
- GoN has committed to strengthen the M&E system to enhance their governance and to improve their socio-economic growth by effective and efficient use of the development resources. In order to support the GoN efforts, JICA has provided the technical assistance “the Strengthening the Monitoring and Evaluation System in Nepal (SMES) Project”. The counterpart agency of the SMES Project is National Planning Commission Secretariat (NPCS) with the key line ministries as partner ministries.
- Through the SMES Project the key M&E human resources, core trainers and national trainers were trained and the monitoring reporting formats and the M&T training modules were updated and produced. However, further capacity development would be needed in order to institutionalize the more effective M&E system and to make the GoN agencies take action. The improvement in the monitoring system at the district level is also given high priority, for smooth promotion of the GoN decentralization and devaluation policy,
- To cope with these challenges, the GoN requested JICA to conduct the SMES Phase 2 for providing further technical assistance to develop capacity in M&E.
- JICA is conducting the preparatory survey for SMES Phase 2. Participatory Workshop will be conducted with concerned persons as one of the activities of the survey.

2 Objective

The objectives of the Participatory Workshop are:

- (1) to provide a platform to discuss M&E issues for the government officers in Planning and M&E field;
- (2) to review the achievement of improvement of M&E through the efforts of GoN, SMES Phase 1 and the other project supported by development partners; and
- (3) to prepare and agree on the action plan to develop the individual and institutional M&E capacity to i) conduct project, program and policy evaluation and ii) to use the M&E results effectively.

3 Expected participants (The total number is around 20.)

- Core Trainer and National Trainer of SMES Phase 1
- Government officers in Planning and M&E Section/Division

4 Schedule and Venue (Tentative)

Date: 25 July 2010

Venue: Meeting Room at NPCS

Participatory Workshop

Strengthening Monitoring & Evaluation System in Nepal Phase 2

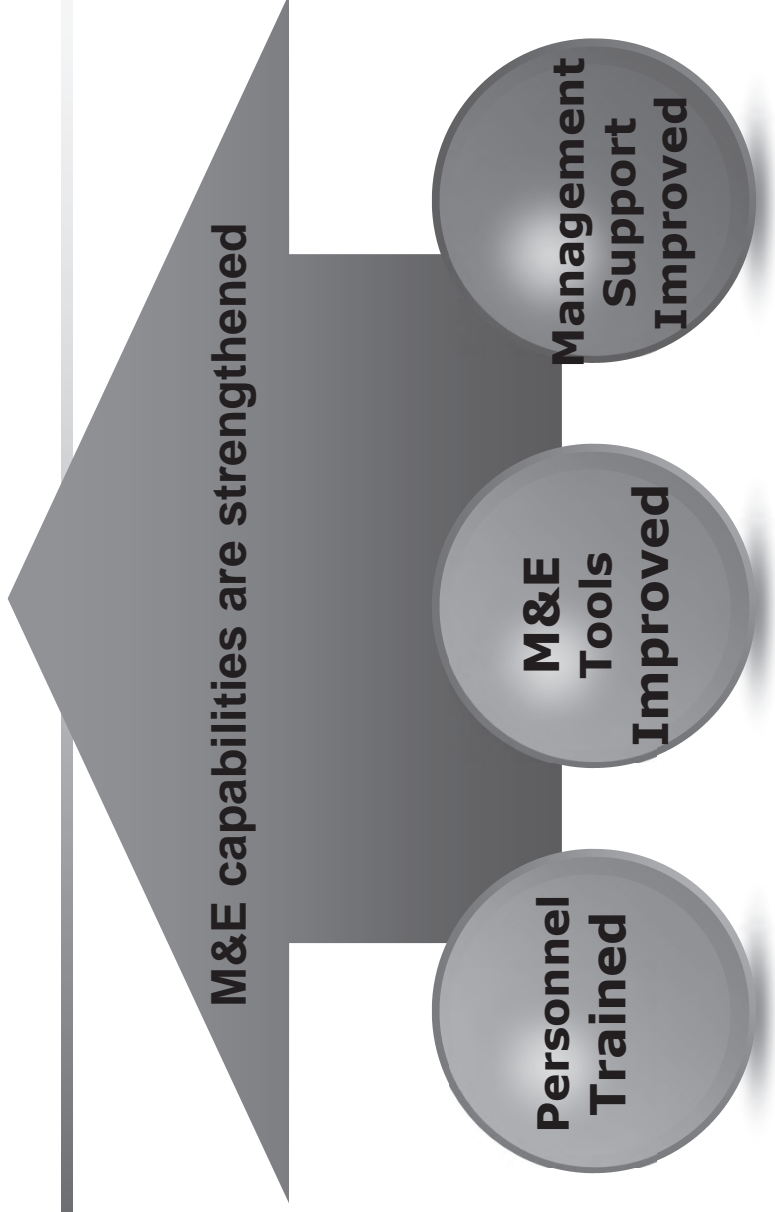
Biju Kumar Shrestha
SMES Core Trainer/ Program Director of NPCS
July 25, 2010

Objectives and Strategies

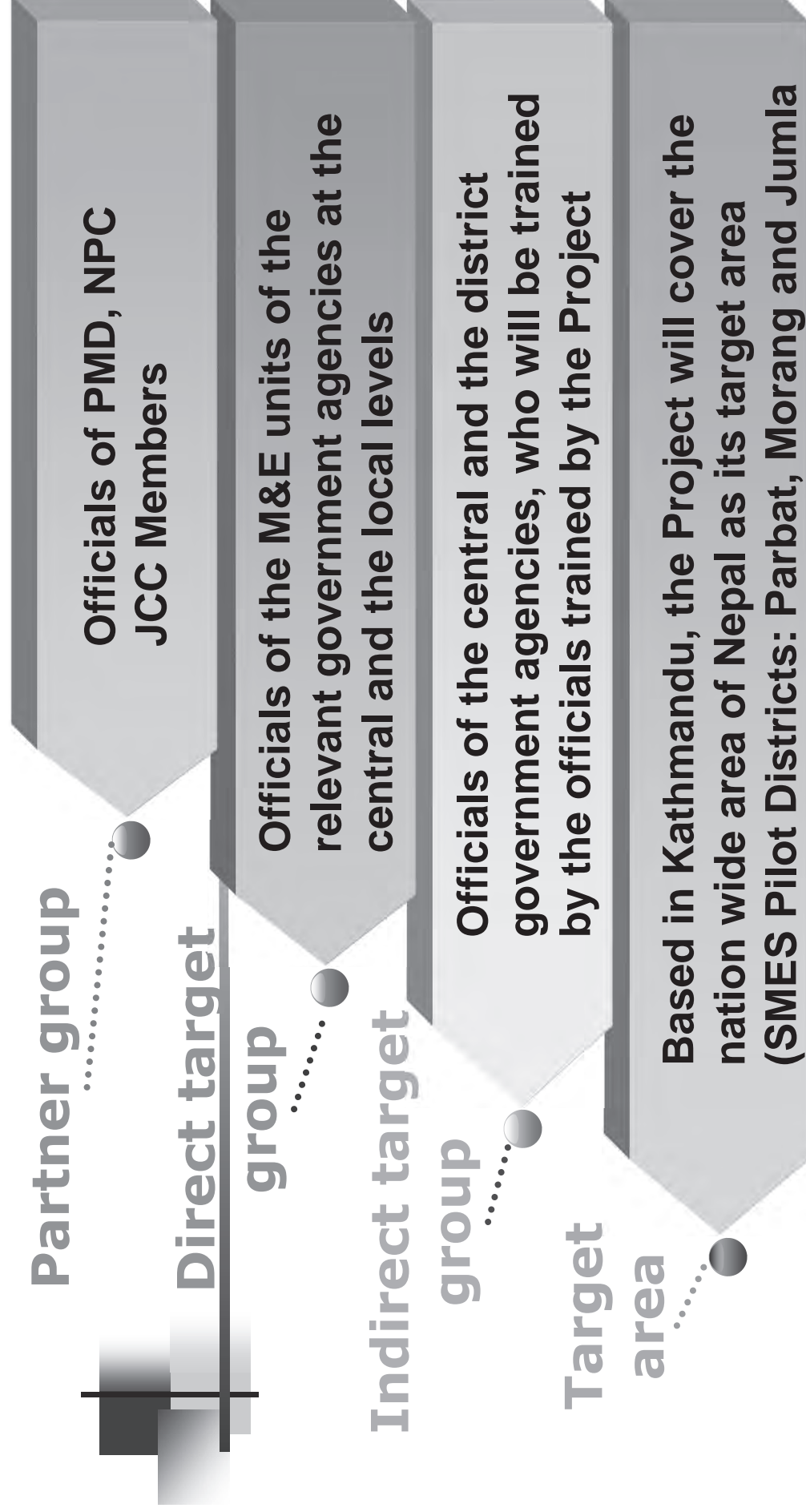
- **SMES Project aimed to strengthen the M&E system in Nepal through the three specific strategies:**
 - To strengthen the M&E human resources of NPCS and the key ministries
 - To make M&E process/outputs more efficient by updating M&E formats, manuals and guidelines
 - To improve the awareness and support of the policy makers and the planning officers and to strengthen the linkage between them and M&E

Goals and Outputs

Results of M&E are reflected in the process of policy formulation, project planning and implementation

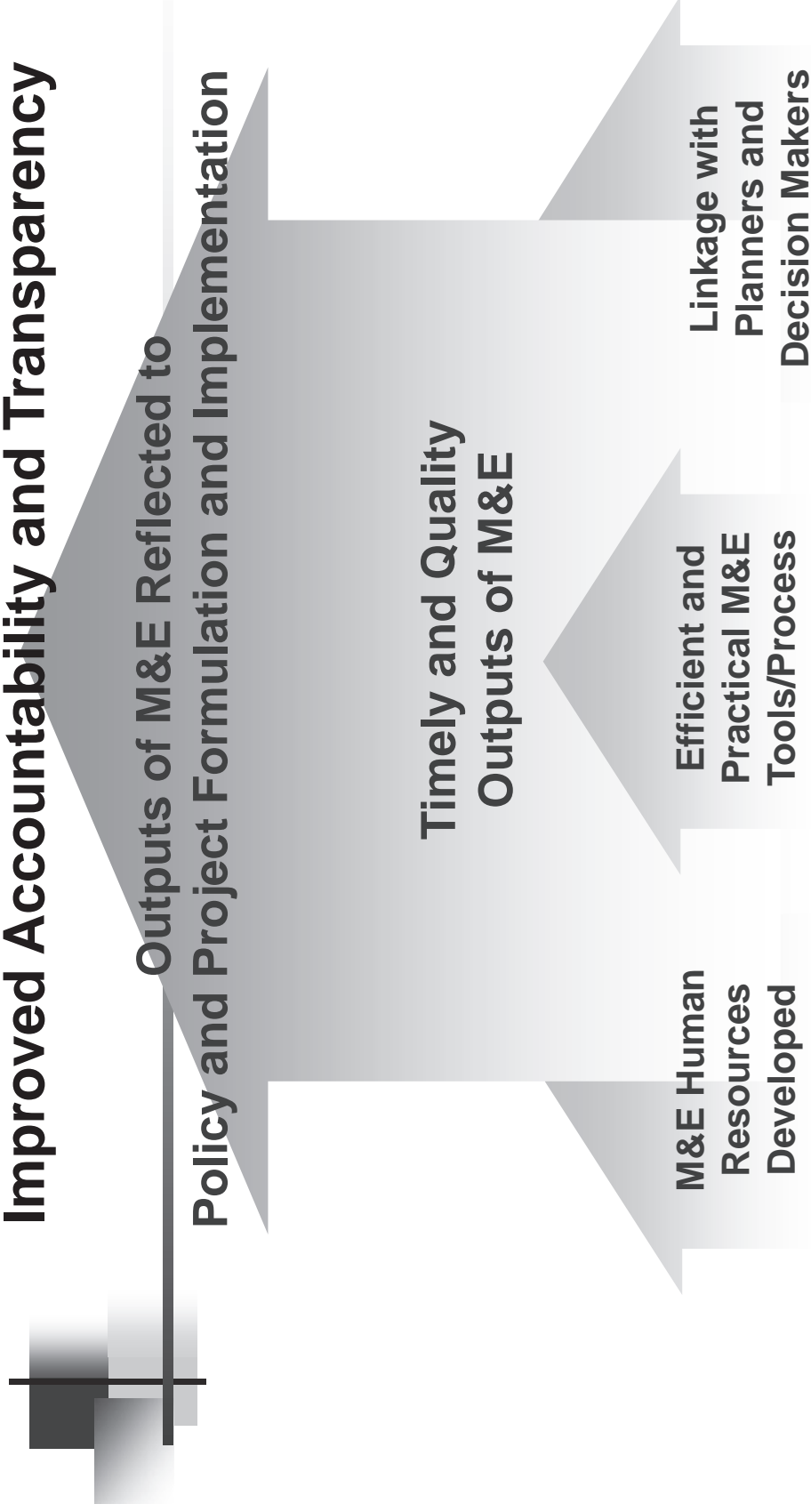


Target Group



Capacity Development in M&E Leads to.....

Better Resource Allocation and Improved Accountability and Transparency



Lessons Learnt

- Commitment – Political Leaders
- Co-ordination – Central Economic Agencies
- Evaluation Society
- Mandatory System – Lesson Learning
- Evaluation Act

Progress review of Problems
to have been solved in M&E

What were main issues?

Core problem:

**M&E Results are not reflected
properly to planning process,
improving implementation, and
accountability.**

Progress review of Problems
to have been solved in M&E

**What were main causes of core
problem?**

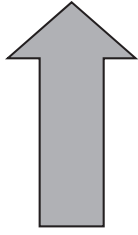
- 1. Lack of Human Resources in M&E**
- 2. Inefficient, unclear M&E System,
Process, and Tools**
- 3. Lack of linkage between M&E officers
and Planners / Decision Makers**
- 4. Lack of awareness of M&E importance**

Consequences of the Problem

- Increased risk of formulating unrealistic projects;
- Serious consequences and gaps in policy formulation and implementation;
- Low Level of institutionalization of information;
- Incompletion of development project in stipulated period;
- Not to maintain an appropriate standard of projects; and
- Lack of incorporation of experiences gained from completed projects in the formulation process of new projects

Progress review of Problems
to have been solved in M&E

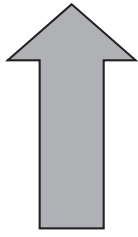
1. Human Resources in M&E



Progress review of Problems
to have been solved in M&E

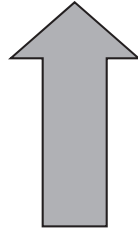


2. M&E System, Tools, and Process



Progress review of Problems
to have been solved in M&E

**3. Linkage between M&E officers and
Planners / Decision Makers**



Progress review of Problems
to have been solved in M&E

**What are continuous issues to be
tackled ?**

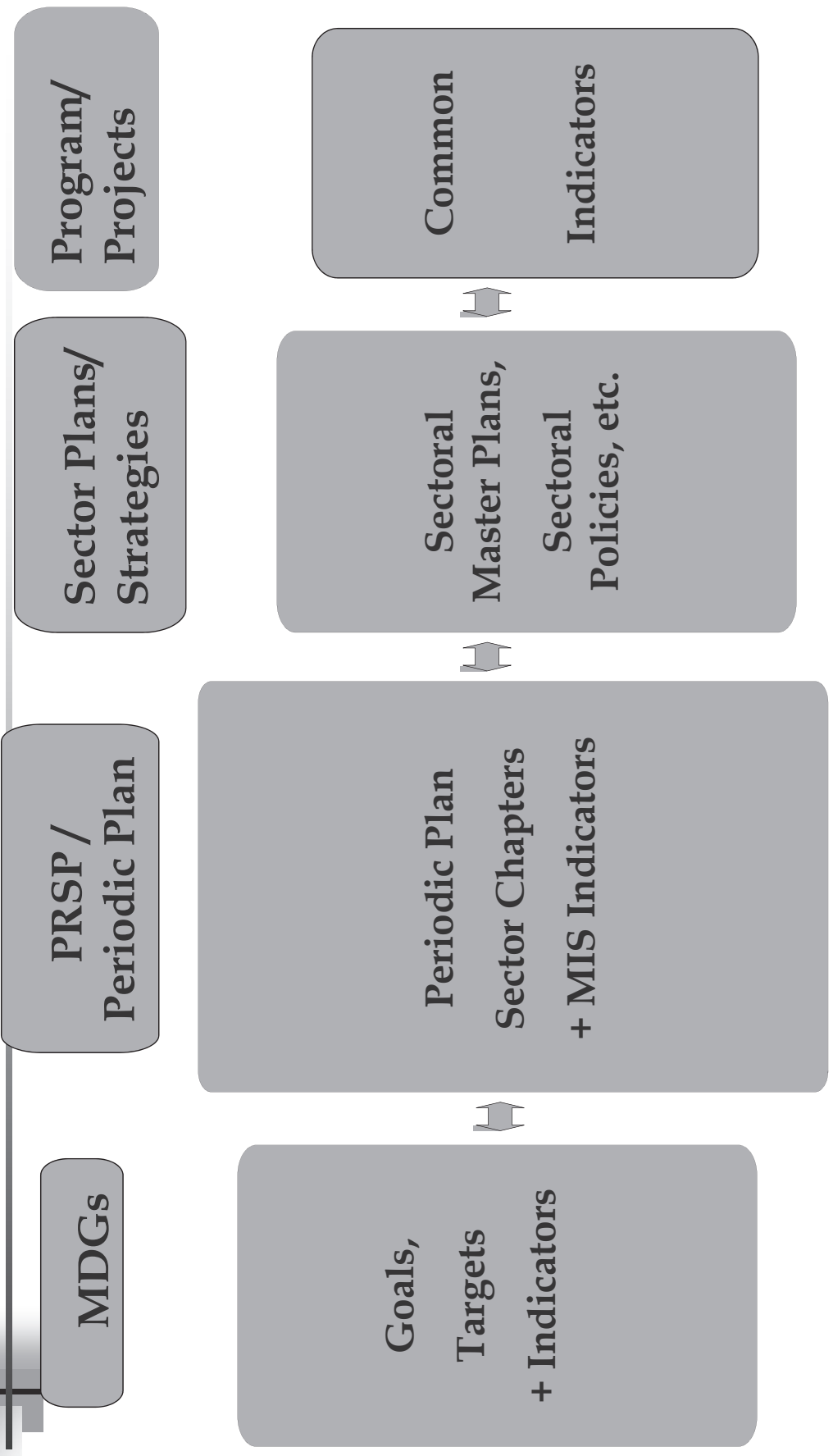
 **in Next session**

Development Results Practices in Nepal

Level	Planning	Budgeting	Monitoring Results
National	PRSP Log frame based	MTEF	PMAS PRSP progress reports
Sectoral	Business plan As sectoral PRS	MTEF	PMAS Sectoral matrices
Project	Log frame Mandatory	Performance based budget	Performance indicators
Local	DPPs	D-MTEF	DPMAS

Alignment Model

Sectoral contribution to poverty reduction



ADB TA 4765 MfDR -I

- **Help mainstream MfDR in NPC, MLD & MPPW**
 - Guidelines/result matrixes
 - PMAS/M&E/Performance indicators
 - Inter-ministerial road sector plan
- **Help Jhapa, Dang and Jumla DDCs operationalize MfDR**
 - Strengthening DIDC
 - DPMAS/M&E/Performance indicators
 - Household survey in one district re-governance services/benefits

TA 4765 Project Objectives

contd.

- **Capacity building**
 - Training (external/domestic)
 - Information networking and equipments
- **RETA**
 - Another ADB TA helping to assess and carry out MfDR at Dhanusha District Development Committee, Ministry of Education and Sports and Department of Water Supply and Sewerage, MPPW

Learning

- Strong Leadership, political commitment and mindset supporting organizational objective
- Institutional memory and retention of staff
- Linking monitoring with incentives (both individual and organization) and accountability structures
- Availability of Baseline data for indicators

Learning Contd.

- Continuous monitoring and support from higher authorities
- Continuity of MTEF
- Continuous hands-on support particularly in the districts
- Increased motivation at agency/personal level



Happy Deliberations

Thank You

Modality

- Ensure implementation transparency
- Improved M&E related guidelines etc in an integrated way with practical level improvements (uniform to all)

Points discussed to consider while formulating II Phase:

- M&E project should come under SWAp modality
- M&E system needs to be diagnosed to find out the real gap
- What sort of interface between the planning and M&E functions well
- How to make the tools... developed operational
- Can we refine tools at the sectoral level
- We need to focus HR development as like in the first phase
- M&E tools should be developed on sectoral basis
- Focus on RB M&E Guidelines
- Evaluation system (as like in Vietnam), third party evaluation system needs to be introduced
- Design of the project needs to be flexible so that during the implementation we can switch over to some activities to some other felt important
- Logistics support should also be included
- Is not the scale of the project too small, if it will be considering only the Sindhuli corridor. How the linkage will be developed at the NPC level with this level of intervention?

- Priority needs to be given to those areas felt necessary and /or left during the implementation of Phase I
- Gaps/needs/issues of the sectoral ministries needs to be addressed (Database, M&E tools, etc.)
- Skill needs to be developed in the area of policy analysis
- Difference between the monitoring to be done by Ministry, Department and District needs to be delineated (district – implementation; ministry – policy; deparment – program). How can we link the district level monitoring to the higher level?
- Focus on accountability might strengthen M&E system
- Clear linkage has not been established in our design, therefore, the project needs to focus on establishing clear linkages among activities, outputs and so on so that clear indicators can be set out for monitoring. (Health, Education have good indicators; but agriculture is vauge).
- More investment is necessary for database management
- To address the above problems, sectoral MIS might be helpful
- Capacity building system needs to be continuous
- Orientation is necessary on Pink Book (still we find some inconsistencies and unclear)
- Present reporting is quantitative (eg. 67 % refers for what qualitative value: necessity number of teachers received training)

- Such kind of project needs to be internalized in our own system. Should be need based, not supply based.
- Maximum utilization of resources. More funds needs to be spend for program and not for consultancies.
- Flexibility should be there for the targeted areas.
- Instead of giving high money for consultant, project itself can do the need assessment.
- Develop implementation modality of all the existing systems/tools
- Operationalization of RB M&E guidelines even at the ministry level might be a challenge
- How to ensure good flow of information between ministry and the districts
- Reflection of M&E results after analysis (at the ministry level and NPCS) – necessary to improve the performance
- Discussion will be continued to discuss with NPCS and line ministries while formulating the II phase.
- NPC – RB M&E guidelines. Most of the issues raised in this workshop will be solved after the implementation of the guidelines for ex. Indicators, linkages among offices
- Capacity building support
- IT system support (DPMAS-already finished, PMAS, PPIS) rigorous training might be necessary

- Need to internalize these systems – MfDR: running, UNDP: still running, Australian: thinking to support, JICA is planning) -

THE PROJECT on STRENGTHENING MONITORING AND EVALUATION SYSTEM in NEPAL (SMES) Phase 2

Participatory Workshop on SMES Phase 2

1 Background

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- GoN has committed to strengthen the M&E system to enhance their governance and to improve their socio-economic growth by effective and efficient use of the development resources. In order to support the GoN efforts, JICA has provided the technical assistance “the Strengthening the Monitoring and Evaluation System in Nepal (SMES) Project”. The counterpart agency of the SMES Project is National Planning Commission Secretariat (NPCS) with the key line ministries as partner ministries.
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- To cope with these challenges, the GoN requested JICA to conduct the SMES Phase 2 for providing further technical assistance to develop capacity in M&E.
- JICA is conducting the Detailed Planning Survey for SMES Phase 2. Participatory Workshop will be conducted with concerned persons as one of the activities of the Survey.

2 Objective

The objectives of the Participatory Workshop are:

- (1) to provide a platform to discuss M&E issues for the government officers and other concerned persons in planning and M&E field in the district;
- (2) to discuss improvement area related to M&E in the district; and
- (3) to prepare the action plan to develop the individual and institutional M&E capacity to i) implement project, ii) monitor project, and iii) use the M&E results effectively.

3 Expected participants (The total number is around 25.)

- LDO, Planning Officers, Social Development Officers, and other officers related to planning and M&E at DDC
- Planning Officers and Officers in charge of M&E of line agencies
- Other concerned persons in charge of planning and/or M&E

4 Schedule and Venue (Tentative)

Date: 23 July 2010

Time: to be considered

Venue: Meeting Room at DDC (tentative)

M&E Related Problems – Output of Sindhuli Workshop

Policies / Guidelines / Formats	Organization Structure / Financial / Human Resources	Practices of M&E	Utilization of M&E Results	Other
Unstable indicators to be monitored	Lack of effectiveness of the monitoring mechanism	Inadequacy in impact assessment	Monitoring being done for the sake of monitoring	Difficulty in field monitoring due to geographical
No directives from DWSS regarding filling of the formats; asking only for sending progress report	Ineffective M&E because of having monitoring from the implementation unit	Eye witness type of monitoring; not based on some indicators	Suggestions from monitoring are not implemented	Less motivation for monitoring as the problems raised are not addressed
Reporting forms are very complex for implementation	Lack of proper knowledge on monitoring	Monitoring is not conducted at different level of implementation	Findings of the monitoring are not discussed and utilized in further	Monitoring should be on-going activity
Committee led by DDC exists with ToR, but this process is not effective	Lack of qualified and capable staff on monitoring; thus having poor monitoring	Monitoring is not tied up with objective/quantitative/qualitative	Problems reported to the center are not addressed	Not system led, but individual based governance
Not clear on monitoring and evaluation report writing	Difficult to manage the time of the person responsible for monitoring	Mismatch of implementation timing and monitoring timing	Future plan should be based on M&E	Monitoring agency is not functional
Lack of resources	Lack of resources	No feedback is provided from the authorities on the result of monitoring and reporting		
Lack of staff	Lack of staff	Monitoring is not effective; no monitoring culture		
Lack of training to monitoring staff	Lack of training to monitoring staff	Review is just in quantity		
No vehicle for field visit	No vehicle for field visit	No evaluation		
No budget as per the needs	No budget as per the needs			
No separate budget for M&E	No separate budget for M&E			

