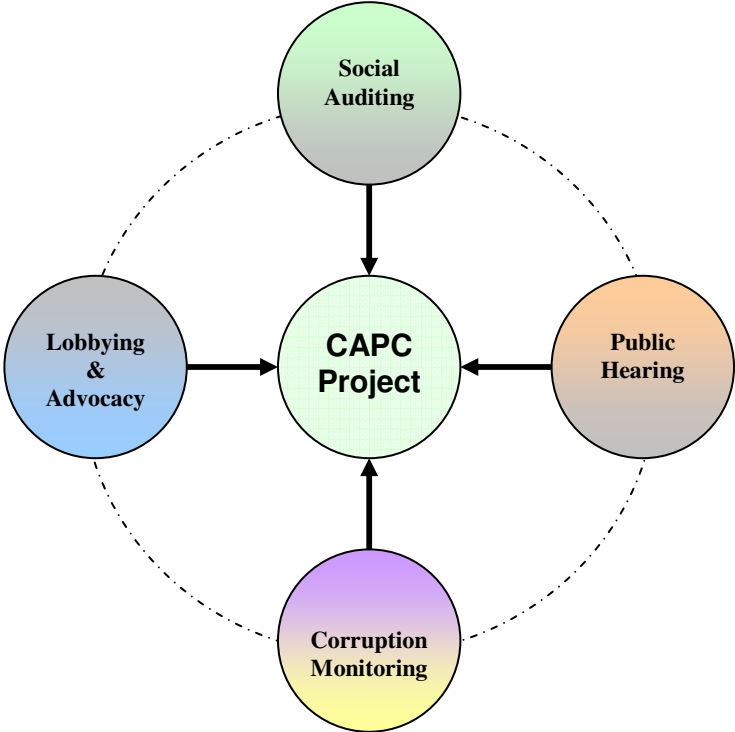


Campaigning Against Post-conflict Corruption PROJECT

(September 01, 2007 - August 31, 2008)

REPORT ON PROJECT COMPLETION ASSESSMENT

02 – 16 September 2008



Conducted by:
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List of Acronyms:

ACEC	Anti-Corruption Community Enabling Center
BP	Bisheshor Prasad (late ex. prime minister of Nepal)
CAPC	Campaigning Against Post-Conflict Corruption
CDO	Chief District Officer
CIAA	Commission for the Investigation of Abuse of Authority
CSO	Civil Society Organization
DAN	District Anticorruption Network
DANIDA	Danish International Cooperation Agency
DAO	District Administration Office
DDC	District Development Committees
DPO	District Police Officer
LDO	Local Development Officer
NGO	Non Governmental Organization
NVC	National Vigilance Centre
PCA	Project Completion Assessment
PTF	Partnership for Transparency Fund, USA
RWDC	Rural Women Development Center
VDC	Village Development Committee
VWWC	Village Women Welfare Center
WVAF	World Vision Advocacy Forum

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1. Background:

Corruption is perceived rampant in Nepal. It has been further perceived, as in elsewhere, to be more in post- conflict era, if necessary measures are not taken. Hence World Vision Advocacy Forum (WVAF) is involved in anti-corruption campaign and it has been implementing projects in this context in some districts in Nepal. One of such project is "Campaigning Against Post-conflict Corruption" in Chitwan and Kavrepalanchowk districts, which were considered as among the districts heavily affected by the conflict.

This project "Campaigning Against Post-conflict Corruption" was one year's project financially supported by Partnership for Transparency Fund (PTF), USA and implemented through local partners named Rural Women Development Center (RWDC) in Chitwan and Village Women Welfare Center (VWWC) in Kavrepalanchowk, both women led NGOs, under the overall facilitation and coordination of World Vision Advocacy Forum, a national NGO based in Kathmandu. This project was implemented fully on partnership with clearly defined roles and responsibilities among the consortium members and other stakeholders both in the center and the operational levels. The anticipated goal of the project was to establish the project districts as corruption free districts and thereby transform them as a model districts for good governance.

The specific objectives of the Campaigning Against Post-conflict Corruption Project were to:

- Increase people's awareness on corruption in infrastructure construction related works at local level by organizing and mobilizing civic societies and various stakeholders in anti-corruption campaigns,
- Liaise and network with relevant local government authorities and line agencies for a strong and explicit support in combating post-conflict corruption, and
- Install community based monitoring mechanism to examine where and how corruptions are actually taking place and initiate actions to limit corruption.

The project intended to involve influential and clean citizens as well as institutions in this context of implementing the project. Active participation of civil society organizations (CSOs), political parties, government line agencies, district development committees (DDCs) and municipalities was also expected to secure during the course of implementation of the project.

The intended outputs, indicators, activities and results of the project were as below:

Outputs	Indicators	Activities	Targeted Results
1. Enhance the capacity of the	• People will be trained to good	• Provide TOT on post-conflict	• TOT to 12 staff including 5

<p>community and government to fight against post-conflict corruption.</p>	<p>governance and anti-corruption issues.</p> <ul style="list-style-type: none"> Local government officials will be provided support to post-conflict anticorruption awareness raising and monitoring activities. 	<p>anticorruption issues with special focus to infrastructure construction to the staff.</p> <ul style="list-style-type: none"> Provide civic education training on transparency and social auditing Organize workshops for local authorities on exiting anticorruption laws, working procedures and operational manuals. 	<p>executive members each from WVAF and its district partners</p> <ul style="list-style-type: none"> Civic education training to 40 community leaders(20 in each project district) Training/ workshop to 40 representatives from local authorities (20 in each project district)
<p>2. Carry out the post-conflict anti-corruption campaign</p>	<ul style="list-style-type: none"> Identify the corruption prone areas in infrastructure construction sector in the project districts Lunch the anticorruption awareness efforts * Increase community access on information 	<ul style="list-style-type: none"> Conduct baseline study on public perception on corruption in infrastructure reconstruction sector at the targeted district headquarters Publish district headquarters level corruption profile Organize public hearing on anticorruption and good governance in collaboration with DDCs and DAOs Publish and distribute anticorruption bulletin on 	<ul style="list-style-type: none"> Conduct 2 baseline studies (one in each project district) Publish and distribute 500 copies of district headquarters level corruption profile Organize 4 public hearings with averagely 500 people participating in each hearing * Publish altogether 2000 copies of quarterly bulletins @ 500 copies in each

		quarterly basis	quarter
3. Monitor post-conflict financial activities	<ul style="list-style-type: none"> • Establish and strengthen district anticorruption network (DANs) • Establish and strengthen anti-corruption community enabling centers (ACECs) • Process public complains 	<ul style="list-style-type: none"> • Convene bimonthly meetings of DANs with government line agencies and civil society organizations • Strengthen ACECs • Monitor the post conflict financial activities including contract tendering and awarding, procurement procedures, and make comparative analysis of market and public rates • Mobilize NGO volunteers for such monitoring 	<ul style="list-style-type: none"> • Convene 6 bimonthly meetings of DAN with averagely 20 participants in each project district • Establish and strengthen 2 ACECs @ 1 in each project district • Receive and forward the complains to relevant agencies including Commission for Investigation of Abuse of Authority (CIAA) through ACECs

1.2 Objectives of the Assessment:

The objectives of this project completion assessment are:

1. To measure the degree of overall progress of the project and evaluate them against the set targets, objectives and goals;
2. To find out the strengths and areas of improvement in project implementation and provide concrete recommendations on the local community participation and strengthening capacity of District Anti-corruption Networks and Anti-corruption Community Enabling Centres; and
3. To assess the sustainability of the gains achieved under the project

2. Methodology and Timing:

2.1 Methodology

This review of the project completion assessment has been based primarily on the review of project documents, observations and discussions. In this process series of steps have been consistently followed to explore and synchronize the information and link them properly, although this was a task of very short nature to adopt any other method appropriate to test against some statistical principles.

A. Review of the Documents

For this assessment besides the terms of the reference provided by WVAF, the available documents such as the project proposal approved by PTF, the quarterly progress reports of all 4 quarters, monitoring forms used for the monitoring of the public sector construction projects undertaken in the project districts, baseline study reports and the corruption bulletins published under this project were thoroughly reviewed and analyzed. It was also reviewed and analyzed some of the correspondence like e-mails, minutes of the meetings, and recording of financial transactions of the project.

B. Observations

Field visit of 4 days in the project districts, Chitwan and Kavrepalanchowk, was made and observed the functioning of the district partners' offices, their activities, the staff members' sincerity towards their work and the activities of some of the public projects selected for anti-corruption monitoring under this project. It was also observed the meetings of DANs as well as ACECs and their minutes including the meetings and workshops of the partner organizations and related stakeholders.

C. Discussions

Extensive discussion on various dimensions of the project was made both on individual and group basis. On individual basis, discussion was made with the key personnel of the project both at the center and the districts. In groups it was discussed with the volunteers who were directly involved in the field to monitor the public sector construction projects in the project districts. Discussion were also made in groups with the officials of the district partners of WVAF and the members of DANs as well as ACECs in separate meetings organized in each project district (Please see list of the people interviewed in Annex C).

Meeting of the government officials at the district including the members of the relevant stakeholders was also organized especially in Chitwan for the

discussion in group. Besides this, an interaction program also was organized at the center in which members of the constituent assembly, political party representatives, journalists, representatives of the civil society organizations and members of various other stakeholders were also present and this interaction provided some valuable inputs for this assessment.

Apart of such document reviews, observations and discussions; the approach of this assessment was made fully participatory. It was made participatory for all types of project actors by one or other ways during the process of collecting and scanning the information. It was also made participatory to all project implementing authorities during the entire process from designing the review assessment to the finalization of the report. They were involved in setting the time schedule, fixing the participants, organizing the meetings as well as discussions and accompany with the assessment team in all these events including observation visits. They were also consulted frequently while drafting the report and asked to give their feedbacks in such report before making it final.

2.2 Timing:

The WVAF contract for consultancy services was 15 days long, starting September 02, 2008 and concluding on September 16, 2008 with 2 extra days added (till 18 September, 2008) to accommodate an PCA planning, discussion and literature review in the beginning and debriefing meeting with WVAF staff members and to submit final report at the end.

3. Findings of the Assessment:

The project aims to establish Kavrepalanchowk and Chitwan Districts as corruption free Districts and as such establish them as model Districts for good governance.

3.1 Physical Progress:

As proposed in the project proposal, all activities were completed within the project period although some of the activities like baseline study on public perception on corruption in infrastructure reconstruction and publication of district level corruption profile were slightly delayed to meet exactly the activity specific time within the project period. The activities proposed in the project document were TOT for project staff and district partners, civic education to community leaders, baseline study on public perception on corruption in infrastructure construction, publication of district level corruption profile, organization of public hearings, publication of anticorruption bulletins, creating and/or strengthening DANs and ACECs, and monitoring of the post conflict financial activities. The activities also were included the convening of workshops and meetings for related stakeholders with regards to various anti-corruption issues.

3.1.1 Training for Trainers

A 3 days' training for trainers was organized in Kathmandu in which altogether 14 people (as against the targeted 12 in the project proposal) participated. They were project staff, some executive members of WVAF and representatives of its district partners. The topics included in this training were:

- Perception and concepts of corruption
- Procurement practices and corruption with special reference to reconstruction of public infrastructure
- High probability of corruption in post- conflict situation
- Corruption in Nepalese context
- Transparency, accountability and control mechanism: monitoring, detection, investigation and prosecution of corruption practices
- The training seems more informative and supportive to analyze the corruption cases, particularly the corruption in construction sector.

3.1.2 Civic Education Training

Civic education training of 3 days on Transparency and Social Auditing was conducted each in Kavrepalanchowk and Chitwan districts and altogether 58 people (32 in Kavrepalanchowk and 26 in Chitwan) participated from different district level government and civil society organizations in this training. These organizations included the district development committee, district administrative office, district police office, district land revenue office, district education office, district forest office, district bar association, district journalist association, District level NGOs and various other civil society organizations like FECO-FUN, human right organizations, good governance club. This was more than the targeted number of 40 (20 in each district) in the project proposal.

The contents in this training were:

- Concept of local level corruption and concept of post conflict corruption
- Anti- corruption education
- Anti- corruption laws in Nepal
- Social auditing and its advantages
- Concept and core principle of good governance
- Gender and corruption

The resource persons for this training were of different backgrounds and from different organization like CIAA, DANIDA etc.

This training provided opportunities to the people of different backgrounds and organizations to seat together and discuss the most laudable but equally challenging issue of corruption. It also gave opportunity to thrash out the

sectors and sub- sectors in which corruption is not only widespread but also deep in magnitude.

3.1.3 Anti-corruption Workshops

One day anti-corruption workshop for local authorities on existing anti-corruption legislations, working procedures and operational manuals was held one in each in Kavrepalanchowk and Chitwan districts. Altogether 40 participants participated in these workshops as planned (20 in each district) in the project proposal. They were from different district level government line agencies, VDC Secretaries, and representatives of various NGOs and civil society organizations.

3.1.4 Baseline Study

As stated in the project document, a baseline study was conducted both in Kavrepalanchowk and Chitwan districts and the report of which has already been published. The purpose of this study was to determine the status of infrastructure destructions during the time of the conflict and their reconstruction. The methods used for this survey were district profile analysis (from the file records of various relevant government and non-government agencies like police, army, DDC, DAO, VDCs, human right organizations), focus group discussions and key informant interviews. The finding of the baseline study has become a basis for the publication of corruption profiles and selection of the projects for corruption monitoring.

3.1.5 Publication of Corruption Profile

District headquarters level corruption profile was published as provisioned in the project document based on the baseline study conducted on public perception on corruption in infrastructure construction in the project districts. They were also distributed to various district level line agencies, local government, civil society organizations and NGOs. Such profile has helped to form their opinions to the key informants and the government officials on the issue of construction sector corruption in the respective districts.

3.1.6 Organization and Strengthening of DANs and ACECs

District Anti-corruption Network was formed each in the project districts. The members included in such DAN were the people from the district level line agencies, local government, NGOs and various other civil societies including journalists, human right organizations and community forest users' group etc. It was also formed the Anti-corruption Community Enabling Center in Kavrepalanchowk and designated the TI support group in Chitwan collectively as ACEC with a meeting of WVAF, its district partner and TI support group.

Meetings of these DANs and ACECs were held regularly on bi-monthly basis as provisioned in the project proposal and decisions on every project related activities were taken jointly by the respective DAN and ACEC in the district.

3.1.7 Publication and Distribution of Anti- corruption Bulletins

4 issues of anti-corruption bulletins (one in each quarter) were published and distributed in the project districts and selected key informants in Kathmandu. Numbers of the copies of such bulletins published and distributed were more than the targeted 500 in each issue.

The bulletins included articles, feature notes, decision of the meetings, workshop findings, important notices, and declarations with regards to the corruption in general and post- conflict corruption in infrastructure construction in particular. All these materials were informative and provocative to raise public concerns on corruption issues.

3.1.8 Organization of Public Hearings

As proposed 4 public hearings on anti-corruption and good governance in project document, 2 such hearings in each project district were convened in different time intervals. The issues for such hearing were on (a) construction of library building in Birendra Multiple Campus and (b) upgrading of B.P. Memorial Cancer Hospital in Chitwan which were very often reported even in news papers as having various corrupt practices in their construction and expansion of physical facilities. In Kavrepalanchowk, it was on the construction of (a) khopasi - Thuldhunga District Road and (b) Kushadevi Village Development Committee (VDC) Building. These issues for public hearing were selected by a joint meeting of WVAF, its district partners, DANs and ACECs among various projects identified through baseline survey in the respective district.

Participants in such hearings were the project personnel including the executive head of the project/organization, government officials like CDO, LDO, DPO, and representatives of district line agencies, municipalities, VDCs, NGOs, and partner organizations. Participants were also from schools, colleges and various other professional organizations including ordinary masses in each hearing in the respective district. The people in every hearing exceeded more than 200 but in B.P. Memorial Hospital in Chitwan they were still more reaching nearly 500.

3.1.9 Anti-corruption Monitoring

As provisioned in the project document, 6 construction projects of different size in terms of the volume of investment each in Kavrepalanchowk and Chitwan were selected for close monitoring from the bundle of the projects identified through base line survey and one volunteer for each such project was assigned

to carry on this job. These volunteers were appointed from the NGOs working at the local level and they were given one day's orientation training on the monitoring of the project selected for the same.

Monitoring included the details of the project, contract awarding process, work progress and its quality including the impression of the volunteers towards work done in the project. A form was developed for the use of this monitoring and that was divided into five sections ranging from 7 to 12 questions in each section.

3.1.10 Convening of Regular DAN Meeting

All together 6 DAN meetings were convened in each project district, as of the provisioned made in the project document. These meetings were primarily centered on to make the collective decisions on every aspect of the project implementation activities in the district from setting on the timing for different activities to strengthening of ACEC. In the meetings besides the members of DAN, various other important organizations and individuals also were used to invite as of the importance and relevancy of the issues.

Besides this, a half yearly review meeting of the project staff including the executive members of WVAF was organized. This meeting took the project activities very important but quite challenging.

3.2 Non-physical Progress:

Apart of the physical progress stated above, the influences made by the project among various group of people including the authorities both at the center and the district are of quite awakening as well as enforcing to give attention on the issues of corruption.

As for examples, public hearing organized in relation to the construction of a library building of Birendra Multiple Campus at Bharatpur, Chitwan exposed the misuse of the fund earmarked for the construction of this building by way of diverting part of it to build a cafeteria of the campus in mutual understanding of Campus Chief, Project Engineer and the Contractor. That made the minimization of the quality of the entire building besides creating several cracks in the walls and roof. During hearing, it was accepted by the concerned and agreed with the public to repair, at least, the cracks by the contractor.

Likewise, the public hearing on B. P. Memorial Cancer Hospital exposed several cases of misuse of resources and that forced the Executive Director of the hospital to take action against his staff, although the action taken against the corrupt staff were reported as normal and moderate.

Even in Kavrepalanchowk, the public hearing not only made the picture open of the corruption in construction projects selected for such hearing but also forced the government authorities like CDO to commit loudly with the people for further investigation and take necessary action, if adequate proof are found.

Apart of the above, this project 'Campaigning Against Post-Conflict Corruption' also has generated lot of concerns among the general people on the issues of corruption and made, at least, careful to the parties habituated to the trading of corruption. The project has done so through various other activities, besides public hearing, like publishing and distributing anti-corruption bulletins; organizing trainings, workshops and meetings; and documenting and distributing the district level corruption profiles.

All these activities have helped the critical masses and the public authorities to be informed more on the status of the corruption in their respective district and build their opinions on the same. As a result, voices against the corruption have started to cross the threshold of casual talk among the critical masses and transform it gradually into the collective wave. It has also started to generate the concerns among the public authorities towards corruption, even if such concerns have often turned off into pretension rather than transforming them into real action.

Similarly, monitoring of the construction projects has further made sensible and careful to the parties involved in construction. If they have done any trading, they might have done it very carefully as against the previous practices which were more open and understood by all in terms of percentage.

But the volunteers involved in this monitoring reported that the project activities were going on smoothly in many cases. No symptom of corruption was found. The project authorities including the contractors also were open and helpful to impart the information when asked by the volunteers, although they were all the times looking these volunteers with full suspicion and care. This was distinctly reflected when their supporting staff were appearing quite in distance with the volunteers and reluctant to impart the information with them, besides their own behavior. In a few cases, however, the project works were either delayed by the contractor or used the materials of the companies other than specified in the contract document. Still it was appeared on the whole that the projects which were monitored were carefully taken by the parties concerned.

4. Strengths and Weaknesses of CAPC Project:

The major strengths and weaknesses of Campaigning Against Post- Conflict Corruption project can be enumerated as below:

4.1 Strengths

4.1.1 Establishment of the Culture of Partnership

The project has been succeeded to transform in practice the culture of partnership working smoothly with several partners together. It has done so due to the reasons of making the roles and responsibilities of the partners clear and establishing a system of collective decisions by all partners in every aspect of project activities. The project also has succeeded to make everything transparent among the partners and make all partners to be accountable in their responsibilities. As a result, it has attempted to translate the notion of 'unity is strength' into practice.

4.1.2 Establishment of a Network

The project also has succeeded to establish an informal anti-corruption network among various stakeholders. It has created a pool of resource persons, organizations (both governmental and non-governmental), possible donors and activists working or willing to work by one or other ways in the field of anti- corruption.

4.1.3 Setting up a Project Implementation Logic

The project has translated the logic weaving carefully of its activities into real practice. In this process it has build up a clear way without getting in confusion. For instance the baseline survey of corruption prone projects were followed by publication of district profile and anti-corruption bulletins; corruption monitoring of the projects identified from the baseline survey; organizing public hearing and convening meetings, workshops and seminars based on the background of such survey. Ordering of the key activities in this sequence, thus, has primarily pave the ground for achieving such progress stated above within a limited time of one year and total amount of the funding support of US \$ 25,000/.

4.1.4 Generated the Vibration for Anti-corruption Movement

The project through its various activities has generated the vibration against corruption. People in the project districts have started to questions openly to the concerned if they feel that misuses of money is taking place in the public dealings. Example of this is the presentation of the people in the public hearing both in Kavrepalanchowk and Chitwan. They did not spare to be open, frank and bold against unfair activities and ultimately they were succeeded to make the parties concerned to realize their shortcomings. Likewise, all people related with public concerns have started to be very cautious and sensitive with the project people in these districts. NGOs and other civil society organizations also are rolling with open eyes and years in this context of corruption. In totality, therefore, the project has created an

environment in which the corruption as a subject has started to be in the forefront of the people of different walks of life.

4.2 Weaknesses

4.2.1 Volunteers and Their Orientation

Corruption monitoring of the construction projects is a complex phenomenon. It needs high level of understanding and skills. For this, besides the aptitude and behaviour of the people involved in such monitoring, they need thorough training. But the volunteers used in the monitoring of this project both in Kavrepalanchowk and Chitwan were provided just a day's orientation which was distinctly resembled as inadequate. This inadequacy of the training was also reported frankly even by the volunteers themselves during discussion. The volunteers also were not uniform in terms of their educational level, maturity and exposures. Some of them were looking quite young and fresh school graduates. All these, no doubt, have their impact on the in- depth monitoring of the projects.

4.2.2 Government Officials Participating in Important Events

Many of the government offices at the district have project on construction and there is corruption of one or other type in such projects. Participation of authorities of such offices in most of the important events like public hearing and anti-corruption workshops, therefore, could be useful both from the perspectives of understanding on different facets of corruption inbuilt with the project and assessing the perception of the people towards such corruption. They were also important to take anti-corruption measures while for implementing the projects.

But many of the officials were not serious to participate in such events organized by the project. Some of them were not present even by previous conformation made for such participation. In this context, besides many things, the project also was largely behind to find proper ways to make them participate.

4.2.3 Forwarding Corruption Cases to the Concerned Authorities

It was frequently stated in the project document that, besides many other activities, corruption cases will be forwarded to the concerned authorities like CDO, NVC and CIAA. But during this assessment no cases were found forwarded either by the district partners or by peripheral organizations like DANs and ACECs created and/or strengthened by the project.

4.2.4 Creation of DAN and ACEC

During the course of project implementation two parallel organizations like District Anti-corruption Network (DAN) and Anti-corruption Community Enabling Centre (ACEC) were created in each project district. But they do not seem different in their responsibilities. Some of the members also were found representing to both of these organizations. Hence the question is do these two parallel organizations need to continue like this?

5. Sustainability of the Project:

Many things have been said in the project proposal with regard to the sustainability of the project. But for a project of one year's duration like this it is normally swayed away, as in elsewhere, by emotions rather than thoughts. Still there are some institutional structures build during the course of project implementation and these structures could be the basis for sustainability.

Such structures are the formation DANs and ACECs, networking of NGOs and civil society organizations involved in anti-corruption movement, and government line agencies including the local level government entities like VDCs. The project also has put some influences on different section of people and build up a critical mass even in this short period of time. It has also set up a clear working procedure knitting together the different project activities in an appropriate order.

Thus the feelings and the understanding which the project has created in the mind of the people will certainly keep on breeding even after the termination of the project. But for keeping on the structure alive and functional, some short of back up is necessary, as long as they do not get certain level of maturity.

Likewise, it is also necessary to find ways to have financial sustainability of the project. At present nothing concrete is found done in this context and, in fact, this is not uncommon too for a project of short duration like this.

6. Cost and Financing of the Project

This project applied cost effective measures to minimize the administrative costs. Out of the total budget USD29905, WVAF has contributed USD4905 (16.4%) in both cash and kind. In fact in comparison to the inflation rate, high sustenance and mobility in two project districts, remuneration for staff and consultant seemed relatively low and this compelled the implementing partner at many places to put extra effort to bring the desired result. The low remuneration for the project staffs is further proved by the fact

that even in the government offices the lowest ranking employee's basic salary is NPR 7000 which is equivalent to USD100

It has been further observed that only the most necessary positions were budgeted. The lead applicant and project partners mobilized their executive committee members on voluntary basis for smooth implementation of the project. However, there is no denying the fact that irrespective of small size of the grant, the project was successful in making significant impact on the general public, media and local authorities to make them aware about the vices of corruption which was further accentuated by commitments from media persons to expose the corrupt officers and local authorities to take departmental disciplinary actions against those found involved in the corruption.

Thus, it would not be inappropriate to say that the cost and financing of the project in terms of inflation rate and high mobility were not sufficient.

7. Conclusion and Recommendations:

7.1 Conclusion

Campaigning Against Anti-corruption Project implemented under the overall coordination and facilitation of World Vision Advocacy Forum and financially supported by Partnership for Transparency Fund, USA was of one year's project covering two districts Kavrepalanchowk and Chitwan in Nepal. The main objectives of the project were to increase people's awareness on corruption, liaise and network with relevant government agencies at local level to fight against post-conflict corruption and establish community based monitoring mechanism for the examination of how and where the corruption mostly takes place.

The activities for the attainment of these objectives were included as baseline survey; publication of corruption profiles as well as anti- corruption bulletins; training for trainers including civic education; workshops, seminars, meetings and public hearings; formation, strengthening and networking of community based organizations; and liaising with relevant government agencies on the issues against corruption.

All these activities, as proposed in the project document, were implemented during this project period and that have made several impacts on raising awareness among the people, government authorities and several other stakeholders on the issues of corruption in the project districts. Still it has to keep on continue the momentum that has been created by the project during the time of its implementation and let it grow further over a period of time. For this it has yet to do few things, as appeared distinctly in course of this assessment, to be assured that the project activities continue to keep on functioning with equal zeal and spirit as it was during this project time.

7.2 Recommendations

Based on the assessment, recommendations are made both to the donor and implementing partners for the strengthening and up- keeping of the project structure and experiences.

7.2.1 Recommendation to the Donor

As presented in the text, the project has made impact by various ways on raising awareness among different groups of people and built up a network of relevant stakeholder against corruption. The project also has brought together several government as well as semi-government agencies in this endeavour and forced them even to take some action against the corrupt staff. The ball of anti- corruption movement, thus, has started to roll on in the project districts. But to keep this ball going on in the project districts and replicate this experiences in other districts too, it is quite appropriate to recommend for the extension of the project support further. In the absence of the extension, there is high chance that whatever it has been created in the project district to raise this anti- corruption movement will be diluted with the passage of the time and that will be the wastage of time, resource and energy if these experiences of success are not replicated in other districts. Thus on the part of the donor, it is strongly suggested to expand the funding support for the extension of the project further.

7.2.2 Recommendation to the Implementing Partners

- (a) On the part of the implementing partners, it is suggested to rethink to keep on two parallel institutions like DAN and ACEC functioning together in the district. It may create not only the duplication in many respects but also an institutional conflict over a period of time. Our recommendation in this respect, thus, is to remove one of these two organizations, most appropriately the ACEC.
- (b) Likewise, the implementing partners, especially WVAF, have to give greater attention on selection of volunteers and their training on corruption monitoring in public projects in future. The present volunteers are not of the same standard and their orientation is not at all adequate and appropriate.
- (c) Similarly, the implementing partners, particularly WVAF, also have to be more pragmatic rather than being superfluous in the matter of dealing with such a complex issue of corruption. Probably no one and no where can make ordinarily a corruption free zone as this project has anticipated in Kavrepalanchowk and Chitwan. It can create the anti- corruption weave as it is doing too but it can not eradicate it. Thus, it is suggested to be more practical and careful in making such commitment in future.

(d) The implementing partners also needs to give attention on finding proper ways to make participate seriously as many as relevant district authorities in the events organized by the project with regards to the anti-corruption issues. For this, one of the ways could be to activate further the local partners and invite people of high profile from the centre.

References:

1. Project Documents (WVAF Nepal)

- Terms of Reference of PCA
- Grant Agreement between PTF and WVAF
- Project Proposal (Document) submitted by WVAF to PTF
- Quarterly Progress Reports (1-4)
- Baseline Survey Report
- Minutes of the Meetings
- Training Materials and Handouts

2. Financial Documents (WVAF Nepal)

- Budget Break-down and Work Plan
- Staff Appointment Letters
- General Ledger Book and Financial Transactions

3. Partner NGOs in Chitwan and Kavrepalanchowk

- Monitoring Forms used for Public Sector Construction Projects
- Minutes of the Meetings
- Progress Reports

4. Publication Materials

- Quarterly Anti-corruption Bulletins (1-4)

Annex A: Terms of Reference for PCA

1. Background:

World Vision Advocacy Forum (WVAF Nepal) has been implementing 'Campaigning against Post-conflict Corruption' project with financial support from the Partnership for Transparency Fund (PTF). The project is being implemented in the two districts of Nepal, namely Kavrepalanchowk and Chitwan in partnership with local based organizations.

This project is designed to launch a post-conflict anti-corruption campaign in two districts, which are badly affected by the decade long violent conflict. Since corruption hits hardest the poorest and powerless people, the launching of the project is expected to have a direct impact on the poor, helpless and marginalized people by facilitating access in the delivery of improved public services, by controlling waste, leakage and ineffectiveness in the delivery of public services and by making local government structure more accountable to the citizens.

This project establishes Anti-corruption Community Enabling Center, as district-level civil society oversight agency, to monitor corruption prone areas such as public procurement, public tendering, construction works and proper management of public assets. These activities are expected to help ensure transparency and accountability in District level development projects thereby minimizing the risk of corruption and helping to utilize available resources in an optimal manner.

This project aims to establish two Districts as corruption free districts and as such establish them as model districts for good governance. This project will closely observe the link between corruption and conflict while addressing the corruption issues in post conflict settings. This project will increase peoples' awareness about corruption in infrastructure construction work at the local level by organizing various anti-corruption campaigns. It will also install community based monitoring mechanism to examine where and how corruption is actually taking place and initiates necessary actions to limit corruption.

This review is planned in order to assess, analyze and review the progress made so far and also to come up with recommendations to support the further development and improvement of the project and its outcomes. WVAF Nepal will send the draft external evaluation report to PTF. The PCA report can be finalized upon the receipt of comments from PTF. This report will help to PTF to release the final tranche of the budget.

1.1 Objectives of PCA

- To measure the degree of overall progress of the project and evaluate them against the set targets, objectives and goal.

- To find out the strengths and areas of improvement in project implementation, and provide concrete recommendations on the local community participation, strengthening capacity of District Anti-corruption Networks and Anti-corruption Community Enabling Centers.
- To assess the sustainability of the gains achieved under the project

1.2 Expected outputs:

- A quick report on the PCA process, observations and recommendations.
- Practical suggestions to the project team for improvements

The PCA findings will provide an opportunity to WVAF Nepal to improve the project implementation.

2. Coverage:

As far as possible, the PCAs will assess the following:

2.1 The original project objectives and design

- Were the objectives appropriate to the problems being addressed? Were they within the partner's capacity to implement? Were the components realistic and consistent with the objectives?
- Was the advice provided by PTF followed? Was the advice appropriate and useful?

2.2 Meetings:

- Hold meetings with WVAF executives, project staff and district based organizations, and develop sub indicators and criteria for evaluation of the Project, with particular reference to:
- Community and local government capacity to fight against post-conflict corruption enhanced;
- Post-conflict anti-corruption campaigns carried out;
- Post-conflict financial activities monitored

2.3 The Implementation Experience:

- Was the project carried out as planned? Were there significant changes? Did they affect the outcome materially?

2.4 Financial Management

- Were proper financial records maintained?
- Were the funds spent for the purposes intended?

- Are the grantee's accounts subject to a proper audit?

2.5 The Impact:

- What did the project accomplish?
- Did it have any measurable impact on corruption in the country?
- Is this impact likely to be sustainable?
- Was any measurement of the impact undertaken?
- Has there been any follow-up or is any follow up planned?
- Was there real value added?

2.6 Institutional Development:

- Did the project help to grantee to enhance its capacity to carry out anti-corruption programs?
- Did the PTF grant enable the organization to do things that would otherwise not have been possible?

2.7 Dissemination:

- What steps were taken by the grantee to disseminate the results of the project?
- Were all the key documents posted on their website?

2.8 Lessons learned:

- What did the grantee feel were the principal lessons of experience gained?
- Does the assessor have any additional views?

2.9 Links to other CSO driven anti-corruption initiatives:

- Were there any?

3. Approach:

The PCA will be a participatory exercise, which would include:

- a review of project material-- original project proposal and agreed budget, the grant agreement, relevant email exchanges with PTF and periodic reports from the grantee including its own completion report, and
- a brief site visit to the grantee and interviews with its staff and with other individuals involved in the project itself.
- consultation with WVAF

4. Reporting Arrangements:

The consultant will:

- report to WVAF on daily business
- share findings with WVAF Nepal and PTF.

5. Qualification:

- The consultant should have a Masters Degree and minimum 7 years experience in the relevant field;
- Experiences related with good governance, accountability, transparency and anti corruption desired;
- Knowledge on issues pertaining to community empowerment will be an asset.

6. Timeframe:

The exercise will start from the first week of September 2008 and will be concluded in 15 working days.

Annex B: Itinerary

Date	Activity
September 2	WVAF briefing on PTF supported project undertaken in two districts WVAF orientation on Terms of Reference of PCA
September 3	Signing of the WVAF contract for Consultancy Services (PCA) Review of project documents Discussion with Executive Director, Project Coordinator and Admin. and Finance Officer at WVAF Nepal
September 4	Preliminary meeting with WVAF Board Members Review of financial documents
September 5-8	<u>Field trip to Chitwan and Kavrepalanchowk:</u> Briefings, meetings with RWDC Chitwan Project Staff, Executive Board Members, NGO Volunteers Meeting with DAN members Meeting with Government Officials and Politicians Site visits of the selected infrastructure reconstruction projects Briefings, meetings with VWWC Kavrepalanchowk Project Staff, Executive Board Members, NGO Volunteers Meeting with DAN members Meeting with Government Officials
September 9	Discussion, interviews and progress sharing with WVAF staff
September 10	Report Writing
September 11	Report Writing
September 12	Report Writing
September 13	Report Writing
September 14	Report Writing
September 15	Report Writing
September 16	Report Writing
September 17	De-briefing with WVAF staff Production and submission of draft report to WVAF Nepal
September 18	Submission of Final Report to WVAF Nepal

Annex C: List of Interviewee and personnel met during PCA

1. World Vision Advocacy Forum (WVAF Nepal), Kathmandu

- Dr. Tika Prasad Pokhrel Chairperson, WVAF, Nepal
- Bagh Bir Mukhiya Kumal Secretary General, WVAF, Nepal
- Nava Raj Adhikari Executive Director, WVAF, Nepal
- Surendra Bista Project Coordinator, CAPC Project
- Ms. Rina Rai Admin & Finance Officer, CAPC Project

2. Rural Women Development Center (RWDC), Chitwan

- Ms. Thakur Kumari Paudel Executive Board Member
- Ms. Gauri Adhikari " "
- Ms. Sushila Mahato " "
- Ms. Radha Kandel " "
- Ms. Bishnu Paudel " "
- Ms. Sheela Acharya District Project Coordinator
- Ms. Junu Paudel Monitor, CAPC Project

3. Chitwan Based NGO Volunteers (Corruption Monitors)

- Ms. Pratiksha Paudel NGO Volunteer
- Bishal Chaudhary NGO Volunteer
- Hari Nath Adhikari NGO Volunteer
- Surya Mani Paudel NGO Volunteer
- Santu Bhandari NGO Volunteer
- Dhruva Raj Subedi NGO Volunteer

4. District Anti-corruption Network (DAN), Transparency International (TI), Government Officials and Others, Chitwan

- Ms. Gauri Adhikari Chairperson
- Ms. Sheela Acharya Member Secretary
- Ms. Gaura Kharel DAN Member
- Bhim Bahadur Shrestha Politician/ Ex. Parliamentarian, Chitwan
- Lal Prasad Sharma DAN Member/ Asst. Officer, DAO
- Ms. Ram Pyari Sharma DAN Member/ Treasurer, TI Chitwan
- Gana Shekhar Sharma DAN Member/ Member, TI Chitwan
- Babu Hari Acharya DAN Member/ Member, TI Chitwan
- Krishna Bahadur Tamang DAN Member/ Construction Contractor
- Nilkantha Adhikari DAN Member/ Freelance Lawyer

- Toran Raj Paudel DAN Member/ Officer, Ratna. Municipality
- Samar Bahadur Malla DAN Member/ Vice President, CSO
- Bishwa Prakash Bastola DAN Member/ Chairman, Peace Society
- Mahesh Prasad. Adhikari DAN Member/ Secretary, CSO, Chitwan
- Uttam Acharya DAN Member/ Member, CSO, Chitwan
- Bishnu Paudel DAN Member/ Youth Empowerment

5. Village Women Welfare Center (VWWC), Kavrepalanchowk

- Ms. Soni Lama Chairperson
- Sankha Budda Lama Executive Board Member
- Ms. Shanti Lama District Project Coordinator
- Rupak Tamang Monitor, CAPC Project

6. Kavrepalanchowk Based NGO Volunteers (Corruption Monitors)

- Ms. Renuka Golay NGO Volunteer
- Shyam Danuwar NGO Volunteer
- Mingmar Lama NGO Volunteer
- Ramesh Pahari NGO Volunteer
- Suresh Yonjan NGO Volunteer
- Pushkar Kafle NGO Volunteer

7. District Anti-corruption Network (DAN), Government Officials and Others, Kavrepalanchowk

- Ms. Suni Lama Chairperson
- Ms. Shanti Lama Member Secretary
- Ms. Maya Bade Shrestha DAN Member/ Officer, DDC, Kavre
- Ms. Ramila K. Humagain DAN Member/ Chairman, Fuco Fun, Kavre
- Ms. Shanta Neupane DAN Member/ Chairman, Fuco Fun, Kavre
- Ms. Shanta Shrestha DAN Member/ Women Empowerment Cell
- Mahesh Paudyal DAN Member/ Federation of Journalists
- Shankha Buddha Lama DAN Member/ Construction Contractor
- Ramesh Humagain DAN Member/ Secretary, Kavre Bar
- Kapil Koirala DAN Member/ Good Governance Club
- G. N. Sapkota DAN Member/ Good Governance Club
