

Breakthrough ACTION Nepal Local Systems Strengthening to Reduce Child, Early, and Forced Marriage Project

Social and Behavior Change Capacity Self-Assessment Endline Report of
Municipalities, Madhesh Province, 2024

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Acronyms

CAO	Chief Administrative Officer
CBOs	Community-Based Organizations
CEFM	Child, Early, and Forced Marriage
GESI	Gender, Equity, and Social Inclusion
HCD	Human-Centered Design
IT	Information Technology
LCRC	Local Child Rights Committee
M&E	Monitoring and Evaluation
NGO	Nongovernmental Organization
OPMIS	Online Program Management and Information System
R-CEFM	Reduce Child, Early, and Forced Marriage
SBC	Social and Behavior Change
SuTRA	Subnational Treasury Regulatory Application
USAID	United States Agency for International Development
WCRC	Ward Child Rights Committee
WCSC	Women, Children, and Senior Citizens Section

Executive Summary

Breakthrough ACTION Nepal’s Local System Strengthening to Reduce Child, Early, and Forced Marriage (R-CEFM) project (2020–2024) is funded by the United States Agency for International Development (USAID). The project provides support to strengthen the institutional and technical capacity of the local government in Madhesh Province to design, budget, implement, monitor and evaluate, and coordinate social and behavior change (SBC) programs for reducing child, early, and forced marriage (CEFM) within its newly federalized landscape. The project especially aims to strengthen the SBC capacity of municipalities so that stakeholders can effectively address CEFM issues locally. The ultimate goal of reducing CEFM is to improve the lives and well-being of girls and women.

At the outset of the project, Breakthrough ACTION Nepal, in collaboration with the social development division—now the social welfare division of the Ministry of Sports and Social Welfare—in Madhesh Province, facilitated a series of baseline capacity self-assessments at the provincial and municipal levels to gauge capacity in four domains. The four domains included (a) program planning, design, and management; (b) SBC theories and models; (c) coordination, collaboration, and advocacy; and (d) monitoring and evaluation (M&E) and knowledge management. The process included individual interviews and scoring in groups at provincial and municipal levels, as well as in-depth interviews with government and nongovernment key informants.

Findings from baseline assessments helped to identify key gaps in SBC capacity for reducing CEFM, including a lack of understanding about SBC, lack of evidence-based SBC program design and planning, inadequate coordination among stakeholders, and lack of M&E practice for R-CEFM activities.

To address these gaps, Breakthrough ACTION Nepal’s R-CEFM project designed activities to strengthen the municipalities and wards’ capacity to plan, develop, implement, and monitor activities using SBC principles and approaches for reducing CEFM around needs and opportunities at the municipal level. Specifically, the project focused on six municipalities within Madhesh Province (two municipalities in Rautahat District and four municipalities in Mahottari District).

During the endline capacity assessment, the same key stakeholders went through the same participatory process to assess their own progress. Municipality participants identified the following major changes and achievements from baseline to endline at the municipality level:

- Conducted evidence-based design and planning, using local-level quantitative and qualitative evidence to identify key issues related to CEFM.
- Mobilized formal and informal structures. The formal structures included ward child rights committees, local child rights committees, and Women, Children, and Senior Citizens Section chiefs. Informal structures included child clubs, committees of influential civil society members, all-political party committees, and influential religious leaders, among others, in SBC activities to reduce CEFM.
- Incorporated SBC activities to reduce CEFM using the seven-step annual planning process and allocating yearly increased budget for those R-CEFM activities from \$65,669 in 2021 to \$199,496 in 2024.
- Strengthened the municipality’s administrative and financial processes. The expenditure rates of the budget for the CEFM activities increased from 26.9% in 2021 to 83% in 2024. The CEFM activity expenditure rate exceeds the Mahdesh Province average government fund municipality expenditure rate for other programs by 36.25%.

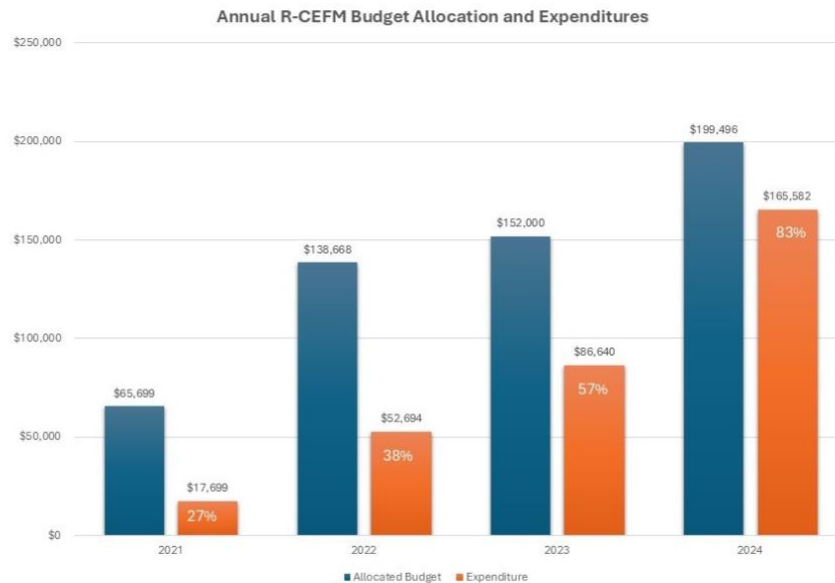


Figure 1: Annual R-CEFM budget allocation and the expenditures

- Started incorporating SBC theories and models for design and implementation of R-CEFM activities.
- Formulated and endorsed necessary guidelines, strategic work plan, and procedures for reducing CEFM.
- Proactively implemented SBC activities for reducing CEFM in the communities under municipality- and ward-level elected representative leadership and funding.
- Established an M&E system for R-CEFM activities for regular use for the monitoring of progress in reducing CEFM, used monitoring checklists during monitoring visits, and wrote monitoring visit information technology reports.

Table 1 shows the aggregate score (from 1 = least to 4 = highest) for expertise or capacity in each domain of the SBC Capacity Self-Assessment at the municipality levels. These scores were determined based on a collaborative and participatory discussion among participants and evidence documents. The overall average score was 1.33 at baseline and 3.00 at endline.

Table 1: Aggregate scores of SBC Capacity Self-Assessment at baseline (2021) and endline (2024)

Domains	Madhesh Province		Mahottari District Municipalities								Rautahat District Municipalities			
			Rural				Urban				Urban		Rural	
	Baseline	Endline	Pipra		Matihani		Loharpatti		Jaleshwar		Rajpur		Durga Bhagawati	
			Baseline	Endline	Baseline	Endline	Baseline	Endline	Baseline	Endline	Baseline	Endline	Baseline	Endline
Program planning, design, and management	2	N/A	1	3.5	1	3.5	1	4	1	3.5	2	3.17	2	3.5
SBC theories and models	2	N/A	2	2.4	1	2.25	2	2.5	1	2	2	2.75	1	2.25
Coordination, collaboration, and advocacy	1	N/A	1	3	2	3.5	2	3.25	1	1.75	1	3.5	2	3.25
M&E and knowledge management	2	N/A	1	3	1	3.25	1	3.25	1	2	1	2.75	1	3.35
Average score across domains*	1.75	N/A	1.25	2.975	1.25	3.125	1.5	3.25	1	2.3125	1.5	3.0425	1.5	3.09

Notes: *Average scores out of four. Overall results indicate that municipalities identified some gaps in and room to strengthen their capacity to declare a municipality free of CEFM. The overall scores indicate significant progress in their capacity compared with the baseline. N/A = not available.

Major areas identified for further improvement and solutions identified by participants were as follows:

- One major issue was delayed implementation of planned activities, which had many causes. Holdups were due to the delay in municipal budget release for activities. In addition, ward secretaries were occupied with other work directed by the federal government such as National Citizenship distribution and Tamasuk-related (local lenders verification) tasks. Delays were also caused by the municipality's current monitoring practice, which focuses on ensuring that tasks are completed and the allocated budget is spent by the end of the fiscal year. Impact monitoring that is sensitive to quality implementation could be neglected, especially if implementation started late. To reduce delays, the participants suggested that the leadership positions such as the mayor and chief administrative officer (CAO) closely follow the activities plan and purposefully conduct monitoring visits and program review and reflection meetings to sensitize wards and municipalities on timeline and quality issues.
- Another major issue was local government outsourcing to community-based organizations (CBOs). For their convenience, some wards outsourced planned R-CEFM activities to local CBOs to avoid documentation and audit issues, leading to poor-quality implementation. The selection of the CBOs was not necessarily transparent, which led to political interference. The CBOs implemented activities only at the end of the fiscal year and lacked the capacity to conduct activities systematically and with quality. Self-assessment participants suggested that the CAO and senior staff, such as the accountant in the planning section should make it easy for the ward secretaries, ward chairpersons, and Women, Children, and Senior Citizens Section chiefs to implement activities directly rather than outsourcing them to a CBO. They could make

implementation easier through clearer guidelines to enable following proper procedures. They could also engage a larger number of community members, local child rights committees/ward child rights committees, and decision makers of the municipality to reflect on the progress made toward CEFM with decision makers, making it easier to allocate the budget for the following year. They could also strengthened the coordination among different sections of the municipality to create an enabling environment for incorporating CEFM into their activities. Finally, they could ensure proper documentation and spending procedures to prevent any problems during advance settlement and payment of the implemented activities and to reduce audit issues.

Project Overview and Background

The overall objective for Breakthrough ACTION Nepal’s Reduce Child, Early, and Forced Marriage (R-CEFM) project is to strengthen the institutional and technical capacity of the Government of Nepal in Madhesh Province to design, implement, monitor, evaluate, and coordinate effective social and behavior change (SBC) activities and strengthen local systems for reducing child, early, and forced marriage (CEFM) by using a community-based, multi-sectoral, and data-driven approach.

Reducing CEFM can be facilitated by strengthening the capacity of local ward, municipal, provincial, and other community actors to jointly develop and implement programs and structures focused on this issue.

Under the federal system, local municipalities have the authority and financial resources to plan and budget for programs that address local priorities. While these municipalities have been adjusting to the new system, Breakthrough ACTION provided needed technical support to the municipalities to strengthen local systems to address CEFM.

A high-quality government structure delivers SBC programs that respond to the needs of clients and communities, adapt to changing environments, identify trends, and anticipate gaps while remaining committed to defined goals. When the structure is positioned to navigate a complex system and deliver effective SBC programs to meet desired outcomes, the organization is viewed as having programmatic sustainability, which is the goal of Breakthrough ACTION’s work with local government.

CEFM remains an important issue in Nepal. The legal age of marriage in Nepal is 20 years. Although age at marriage has increased in recent decades, the recent Nepal Demographic and Health Survey (2022) showed that the median age at marriage among women 20–49 remains 18.5 at the national level, less than the legal marital age of 20 years. Among women 20–24 years of age, 54% were married by the age of 20, with the median age of marriage being 19.6 years.

According to the local CEFM census of 2022 and 2023, which was conducted in six municipalities of two districts in Madhesh Province—Durga Bhagawati Rural Municipality and Rajpur Municipality in Rautahat District, and Loharpatti Municipality, Pipra Rural Municipality, Matihani Municipality, and Jaleshwar Municipality in Mahottari District—the prevalence of child and early marriages ranged from 20% to 41%, with boys encountering rates from 6% to 28% and girls experiencing rates between 35% and 59%.

This report details and compares findings from the baseline capacity self-assessment and the endline capacity self-assessment; outlines progress in capacity strengthening of the Women, Children, and Senior Citizens (WCSC) section based on the recommendations from baseline capacity self-assessment; and highlights the key capacity gaps addressed in working with the governments. This capacity assessment is part of the project’s overall end-of-project evaluation. This evaluation includes conducting complexity-aware studies, which will also include most significant change, outcome harvesting, and a quantitative endline survey. These methods collectively provide a comprehensive triangulation of data to assess the

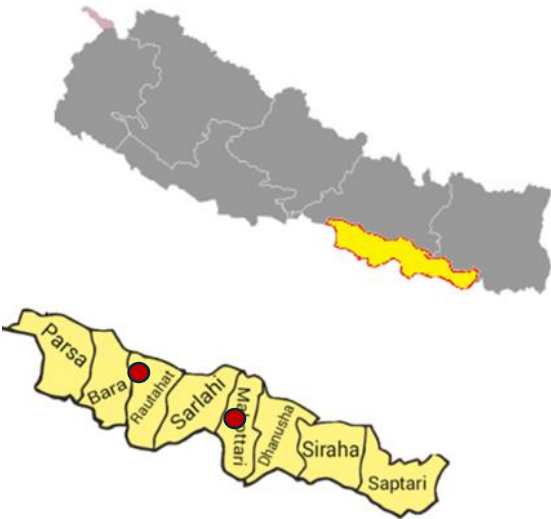


Figure 2: Project area

direct effects of the program on capacity strengthening (encompassing both intended and unintended outcomes), stakeholder perspectives on impact, and participating stakeholders' and organizations' evolving capacity to achieve sustained results.

SBC Capacity Self-Assessment Baseline Findings

The R-CEFM project facilitated a baseline SBC Capacity Self-Assessment in 2021 with implementers (executive members and all staff of municipalities) and the province. The baseline assessments were a critical first step to understanding the SBC and child protection system situation after a significant change to the governance structures at the province and municipality levels after federalization.

Insights from these assessments helped identify gaps in SBC capacity and the child protection system across levels of government and were used to inform the design of program activities over the project.

Major provincial- and municipal-level findings identified from the baseline capacity self-assessment were as follows ([see 2021 Social and Behavior Change Capacity Self-Assessment Report for more details](#)):

- Lack of evidence-based planning
- Lack of adherence to government annual planning processes
- Lack of community participation or meaningful orientation on gender, equity, and social inclusion (GESI) during planning, implementation, and monitoring of any issue, including CEFM
- Lack of structures with adequate roles, responsibilities, and mandates to address CEFM and associated child protection issues at the municipal and community levels
- No local municipal or ward-level child right committees in any of the municipalities
- Lack of coordination within the team and municipality and among concerned stakeholders on any issues, including CEFM
- No monitoring and evaluation (M&E) system directly related to CEFM

Breakthrough ACTION Activities

Breakthrough ACTION Nepal designed and implemented the following capacity strengthening activities based on the gaps identified from the baseline SBC Capacity Self-Assessment. Most of the implementation period was used to transfer basic SBC skills, co-design learning-by-doing activities, and mentor local government officials. This collaboration allowed for transfer and increase in knowledge and skills.

Program Planning, Design, and Management

- Conducted baseline capacity self-assessment to identify the capacity needs and gaps of the local system for reducing CEFM.
- Conducted rapid assessment to understand the situation of CEFM during the COVID-19 lockdown period.
- Conducted rapid assessment of WCSC and social development coordinators' capacity, and their understanding of the roles and responsibilities of their positions.
- Held a net mapping workshop to identify connections and influences of stakeholders for reducing CEFM at ward, municipality, and province levels.
- Conducted a data exercise with ward-, municipality-, and province-level stakeholders to generate hyper-local evidence and enable them to analyze their own evidence and use it in decision making for prioritizing activities for reducing CEFM and budgeting.
- Provided local child rights committee (LCRC) and ward child rights committee (WCRC) training on root cause analysis and community action planning.

- Provided technical support in conducting CEFM census and implementing the human-centered design (HCD) process in the municipality to create local evidence.
- Supported municipalities to systematically develop annual work plans that included R-CEFM activities with increased budget allocation through government annual planning process to implement the activities from zero budget before the project started to \$65,000 to \$199,496 within four years. The project also supported the municipalities to be able to expense the funds.
- See Figure 1, which depicts the annual R-CEFM budget allocation and the expenditures.
- Technically supported and mentored wards and municipalities to develop implementation plans with details to effectively implement and monitor SBC activities to reduce CEFM.

Social and Behavior Change Theories and Models

- Conducted annual SBC capacity strengthening training with stakeholders for municipalities on how to design, budget, implement, monitor, and evaluate SBC activities for reducing CEFM.
- Supported implementation of HCD process to strengthen the municipality-level systems' capacity to support local structures to reduce CEFM.
- Provided mentoring support for municipality- and ward-level elected representatives and staff to impart skills to their network to implement SBC activities for reducing CEFM.
- Conducted R-CEFM messaging co-design process with the municipality WCSC section to support the implementation of activities for various audiences.

Coordination, Collaboration, and Advocacy

- Provided technical support to local government to formulate necessary local policies, procedures, and guidelines relating to reducing CEFM: child rights protection and promotion procedure, GESI guidelines, and child clubs and network formation and facilitation guidelines.
- Held role clarification discussions with municipality government stakeholders to reduce CEFM.
- Facilitated the formation of the LCRC and developed sensitization on a terms of reference guideline for the LCRCs, ensuring community mobilization and detailing R-CEFM roles.
- Provided training to operationalize the LCRCs and WCRCs.
- In coordination with municipalities, documented learnings from local-level system strengthening activities to compile and field test the Sahayogi Pustika. The Sahayogi Pustika is a guide to the WCSC section, ward chairs, and other municipal staff to strengthen evidence-based planning, advocacy for SBC for reducing CEFM, and implementation and M&E of SBC programs at the municipality level.
- Provided technical support to the WCSC section to regularly conduct stakeholder coordination meetings to develop joint action plans and collaborate with WCRCs, LCRCs, child clubs, all-political party committees, influential civil society members' committees, and religious leaders to implement the R-CEFM work.

Monitoring and Evaluation and Knowledge Management

- Supported WCSC and ward secretaries to develop annual monitoring plans for implementation of activities, with quarterly budget breakdowns and budget details for individual activities.
- Facilitated communication and discussion between a municipality and its wards on the financial process to clarify the advance process and amount limitation and how to fill in and submit the advance request form and obtain a "work order" from the chief administrative officer (CAO). Also, supported wards on how to timely settle the advance with proper documentation to facilitate the municipality's release of the R-CEFM budget.

- At the outset of the project, the WCSC section did not have a management information system. To address this gap, an online program management information system (OPMIS) was developed. The project supported ward and municipality staff in regularly collecting CEFM data based on 13 indicators in OPMIS and presenting it in various forums. By adopting this system, wards and municipalities can now manage their data, improve program monitoring, and make informed decisions based on accurate and timely information.
- Provided technical support to ward secretaries and WCSC section chiefs for conducting quarterly review meetings of WCRCs and LCRCs (see Figure 3).

Name of Activities	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
Mobilizing Religious Leaders to transform CEFM social norms	Green	Green	Green	Green	Green	Red
Mobilize All Political Party Committee	Yellow	Green	Green	Green	Green	Red
Award ward chairs and ward secretaries	Red	Red	Red	Red	Red	Red
Strengthen and mobilize the existing formal and informal structures at local level for CEFM reduction	White	White	White	White	White	Red
Felicitate adolescent girls who actively prevent CEFM and advocate against it	White	Red	White	White	Red	Yellow
Award parents	White	White	White	White	White	Yellow
Wards/municipalities provide a discount for agricultural equipment for parents	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Form and mobilize the committee of influential civil society members for R-CEFM	Green	White	White	Green	Green	Yellow
Support marketable skills development for unmarried girls	White	Red	Red	White	Red	Red
Promote roel model families	Red	Red	Red	Red	Red	Red
Scholarship for girls	White	Red	Green	Green	Red	Green



Figure 3: The picture illustrates the status of implementation of activities in wards for the year 2024, where green represents completed activities, yellow indicates activities in progress, and red signifies activities that have not started.

- Conducted collaborative monitoring of activities related to CEFM that were selected by the municipalities out of the HCD process and prototyped in communities.
- Conducted rapid reaction assessments to evaluate the acceptability and appropriateness of activities that were selected by the municipalities out of the HCD process.

Endline Capacity Self-Assessment

The project conducted endline SBC Capacity Self-Assessment in 2024 at the municipality level. This report details findings from the endline assessments and highlights the journeys—both the successes and challenges—of the project’s focal municipalities and how they have begun to address key gaps in SBC, evidence use, collaboration, planning skills, and competencies for reducing CEFM.

Objectives

- Identify the changes in capacity related to SBC to reduce CEFM
- Identify the need for further improvement in the municipality's capacity for SBC to reduce CEFM
- Develop a jointly agreed upon action points for further capacity strengthening for municipalities

Methodology

An important step in strengthening the provincial and municipal governments' capacity was the SBC Capacity Self-Assessment at baseline and then at endline to evaluate change. Adapted from the SBC Mapping Tool,¹ this assessment encourages participants to reflect on their own abilities and limitations in developing, implementing, and monitoring the SBC program for reducing CEFM. To ease administration, it was abridged to 18 questions across four domains: (a) program planning, design, and management; (b) SBC theories and models; (c) coordination, collaboration, and advocacy; and (d) M&E and knowledge management. Findings were synthesized from the collected data. This tool integrates CEFM system strengthening topics to facilitate a robust, rigorous, and participatory assessment with municipality-level stakeholders. This same tool was successfully implemented for the baseline and the endline capacity self-assessments.

The endline capacity self-assessment for the municipalities was conducted through an in-person workshop. The baseline had been conducted with a combination of virtual and in-person interactions due to COVID restrictions.

Participants

Baseline and endline capacity self-assessment participants at the municipality included executive members: mayor/chairperson, deputy mayor/vice-chairperson, ward chairs, and women and Dalit representatives. Participants also included municipality staff: CAO; section chiefs of WCSC; health coordinators; education coordinators; Planning, Account, Administration, Social Development, Vital Registration, and Employment officers; information technology (IT) officer; ward secretary; and computer operators. Decision makers and bureaucrats were included to help understand the municipality's capacity to create supportive environments, policies, and strategies for developing and implementing activities related to reducing CEFM. Annex 1 includes a list of participants. Note that the province level was not included in the endline owing to the frequent changes in ministries responsible for reducing CEFM.

¹ The SBC capacity mapping approach was developed by the Health Communication Capacity Collaborative led by the Johns Hopkins Center for Communication Programs. It is informed by an understanding of SBC capacity at the individual, organization, and system levels. An important component of designing effective capacity strengthening activities is a robust, rigorous, and participatory examination of an organization's competencies.

Table 2: Municipality, methodological approach, and number of participants in baseline and endline SBC Capacity Self-Assessments

Location	Methodology (in-person or virtual)		Participants	
	Baseline	Endline	Baseline (men/women)	Endline (men/women)
Province Note: Province-level capacity self-assessment is not included in the report because of frequent staff changes in the concerned ministry after baseline.	Virtual interviews In-person scoring and data verification	N/A	15 (6/3; 2/4)	N/A
Jaleshwar Municipality in Mahottari	Virtual interviews In-person scoring and data verification	In-person	14 (2/5; 4/3)	29 (24/5)
Pipra Rural Municipality in Mahottari	Virtual interviews In-person scoring and data verification	In-person	21 (3/4; 11/3)	21 (15/6)
Loharpatti Municipality in Mahottari	In-person	In-person	32 (27/5)	33 (25/8)
Matihani Municipality in Mahottari	In-person	In-person	26 (21/5)	36 (28/8)
Rajpur Municipality in Rautahat	In-person	In-person	26 (20/6)	26 (20/6)
Durga Bhagawati Rural Municipality in Rautahat	In-person	In-person	21 (15/6)	28 (24/5)
		Total	155 (111/44)	173 (135/38)

Capacity Self-Assessment Process

During both the baseline and endline assessments, participants were given printed copies of the same self-assessment questionnaire with 18 questions ([Link](#)). They were divided into three groups to discuss each question and document the evidence for their scores to each question after discussion within the group. Groups were facilitated by a project staff member. The findings for all 18 questions and the scores for each group were shared in plenary to build and gain consensus on the results. The participants were also asked to identify the areas that still needed focus and improvement by reviewing their scores and evidence. The R-CEFM project team helped compile the scores and presented the endline findings based on comparison with the baseline. The endline evidence showed progress in the capacity of the wards and municipalities.

SBC Capacity Self-Assessment for Reducing CEFM at the Municipality Level

Overall Endline Capacity Self-Assessment Results and Gaps

This section describes detailed findings for the following domains:

- Domain A: Program planning, design, and management
- Domain B: SBC theories and models
- Domain C: Coordination, collaboration, and advocacy
- Domain D: M&E and knowledge management

Domain findings are summarized first, followed by detailed findings for each question at the municipal level for each of the key project municipalities: Mahottari District (Pipra rural, Jaleshwar urban, Loharpatti urban, and Matihani urban municipalities) and Rautahat District (Rajpur urban and Durga Bhagawati rural municipalities).

During the endline assessment, participants scored themselves on each capacity indicator and then revisited their baseline scores. They compared the baseline and endline scores for each indicator to analyze their progress. Breakthrough ACTION facilitated a discussion on the scores, which improved, remained the same, or decreased.

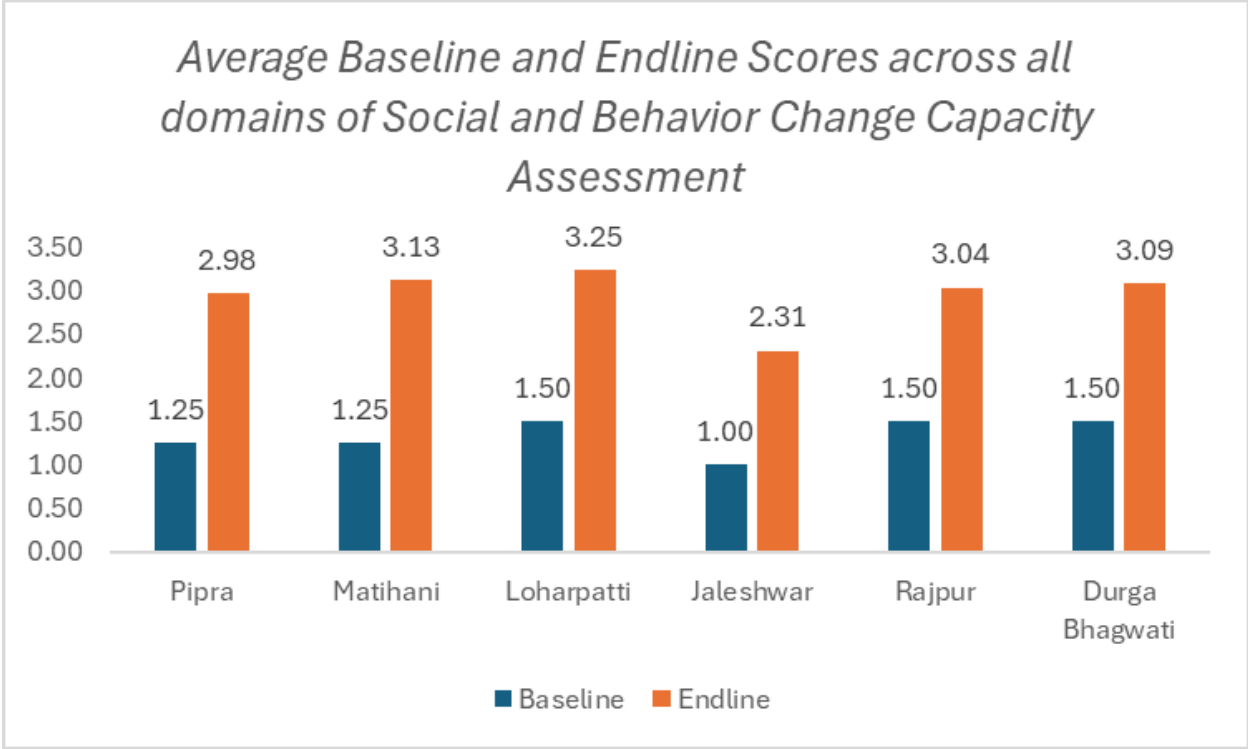


Figure 4: Average baseline and endline scores across all domains of the SBC Capacity Self-Assessment

Comparisons of the average endline scores from all four domains with the baseline values revealed a significant improvement in SBC capacity across the municipalities from 1.3 to 3 out of a maximum score of 4.

The following major changes and achievements were identified from baseline to endline at the municipality level:

- Conducted evidence-based design and planning, using local-level quantitative and qualitative evidence to identify key issues related to CEFM.
- Mobilized formal and informal structures. The formal structures included WCRCs, LCRCs, and WCSC sections. Informal structures included child clubs, committees of influential civil society members, all-political party committees, and influential religious leaders, among others, in SBC activities to reduce CEFM.
- Incorporated SBC activities to reduce CEFM following the seven-step annual planning process and allocating yearly increased budget for those R-CEFM activities.
- Started incorporating SBC theories and models for designing and implementing R-CEFM activities.
- Formulated and endorsed necessary guidelines and strategic work plans, and procedures for reducing CEFM.
- Proactively implemented SBC activities for reducing CEFM in the communities under municipality- and ward-level elected representative leadership and funding.
- Established an M&E system for R-CEFM activities for regular use for the monitoring of progress in reducing CEFM, used monitoring checklist during monitoring visits, and wrote monitoring visits reports.

Table 1 shows the aggregate score (from 1 = lowest to 4 = highest) for expertise or capacity in each domain of the SBC Capacity Self-Assessment at the federal, provincial, and municipality levels. The table shows the change in scores in the different domains. These scores were decided by participants based on defined criteria. The overall average score was 1.33 at baseline and was 3.00 at endline.

Detailed Findings by Domains

This section outlines learnings from the endline capacity self-assessment and provides insights into areas where changes in SBC capacity have begun at the municipality level. It is organized according to the four programmatic domains and defines each of the 18 subcategories or capacity skill sets.

Domain A. Program Planning, Design, and Management

Findings for Question 1 Regarding Programs to Address CEFM

At the baseline, none of the municipalities had their own qualitative and quantitative evidence of the prevalence of CEFM; therefore, they did not focus much on CEFM issues and no data-based decision making was occurring on CEFM. The WCSC section chiefs were implementing other general programs such as the disability cards and social security allowances as per government policy and provision. As per the province Child Rights Law 2077, each municipality had to form formal and informal child protection structures after endorsing necessary laws and procedures; however, no child protection structures were formed or functioning. No CEFM activities were being implemented by municipalities, except for a few awareness activities in support of other organizations. Very few nongovernmental organizations (NGOs) or international NGOs were working on R-CEFM even as a cross-cutting issue.

The endline assessment showed that the CEFM issue came into focus only after municipalities conducted the CEFM household census with the municipality budget. All six municipalities had conducted a CEFM

household census and identified reasons for CEFM and solutions to address it. WCSC sections at the municipality level and ward secretaries at the ward level had formulated necessary laws, procedures, and guidelines, and formed or re-formed formal and informal CEFM-related structures such as WCRCs/LCRCs. They have been prioritizing the CEFM issue in their annual policy and programs for the past three years. WCSC section chiefs and ward secretaries have also interacted with community members to identify and prioritize CEFM issues and social behaviors. To prepare for the fiscal year planning, data from the WCRC, health posts, and schools were collected and analyzed, and referenced from the CEFM Household Census, and the findings from HCD process were referenced and used. The various municipality structures reviewed and analyzed data and discussed progress during quarterly review meetings. Stakeholders in the project's focal municipalities had implemented evidence-based decision making during the annual seven-step planning process and are preparing to do so in the coming year.

All six municipalities have been allocating budgets for reducing CEFM through their annual planning process for the last three years. An increasing trend is apparent in municipalities' budgeted allocations for R-CEFM activities. In 2020 there was no budget for R-CEFM activities but after the project, budget allocated for R-CEFM activities increased every year (see Figure 1).

[Related Breakthrough ACTION R-CEFM Activities](#)



Figure 5: Enumerator collecting CEFM data using KoBo application during household census at Matihani Municipality

The project supported wards and municipalities to generate evidence through an HCD co-design process and CEFM household census. The project also provided technical support to the ward and municipalities for collecting data from different secondary sources (i.e., health and education) and for analyzing the collected data to decide on effective SBC activities for reducing CEFM in the project starting period. The project organized SBC capacity training in the first year, with refresher training conducted annually in the following years. It facilitated the development of each municipality's R-CEFM vision, objectives, and planning and budgeting for annual activities, utilizing the HCD process findings, prototyped solutions, and the CEFM household census and regularly collected data. The project initially led the technical support and then gradually encouraged the municipality teams to take the lead in subsequent years.

Findings for Question 2 Regarding the Design, Development, and Improvement of Programs for Reducing CEFM—Following the Government Annual Planning Process

At the baseline, the Nepal Government's seven-step planning process for program design and development was bypassed, with decisions made solely by top executives and local political leaders, excluding community input. This approach neglected community engagement and did not take GESI into consideration. Municipal staff and elected officials lacked understanding of how to use SBC strategies to address CEFM. Local municipalities were unaware of relevant laws and had no specific policies or guiding documents for addressing CEFM. Although reducing CEFM was sometimes mentioned in government documents related to protection or gender-based violence to aid local program design, those documents had no activities for reducing CEFM. Consensus existed among external partners that municipalities should support CEFM initiatives financially and logistically. However, no comprehensive or cost work plan for reducing CEFM existed at the local government level.

The endline shows that in the seven-step process preparation phase, the WCSC section and ward secretaries involved WCRCs and LCRCs, religious leaders, child clubs, and influential civil society members and all-political party committees in drafting the activities to reduce CEFM and reviewing the census data and data they regularly collect from WCRCs, health posts, and education sections, along with the HCD process findings and recommended solutions. This process was based on existing local guidelines and policies related to CEFM. The WCSC recommended the budget and activities to the planning and program formulation committee, which endorsed them after the executive committee's approval based on the evidence provided.

Related Breakthrough ACTION's R-CEFM Activities to Strengthen the Local Planning Process

The project facilitated SBC capacity strengthening training and refreshers annually to help municipalities and wards develop annual work plans with budget and responsibility. After the budgets were approved and incorporated into the official municipal and ward plans, the project team based in the municipality provided technical support to ward secretaries and WCSC section chiefs to prepare implementation plans for quarterly activities, with detailed activity budget breakdowns. The project regularly provided mentoring support for prioritizing SBC activities for reducing CEFM during the annual planning process. Project staff also provided technical support for entering the activities into the Subnational Treasury Regulatory Application (SuTRA) so that the budgeted activities would be implemented.



Figure 6: Ward secretary, municipal staff, and WCSC section chief are developing the R-CEFM action plan during SBC capacity strengthening training, Durga Bhagawati, Rautahat

Findings for Question 3 Regarding Participatory Program Development and Implementation

At the baseline, all municipalities focused on infrastructure development only and did not practice participatory development or implementation of a work plan to address CEFM. Pipra Rural Municipality and Jaleswar Municipality had a practice of deciding activities through the selected executive committee members, chief executive officers, mayors, and chairpersons. Since none of the municipalities had reducing CEFM as their priority, they did not develop an R-CEFM work plan, nor did they allocate a budget for the issue. None of the municipalities were implementing the annual programs and activities from the first quarter of the fiscal year; they only hurriedly implemented activities in the last quarter.

At the endline assessment, the municipalities showed significant progress in planning, designing, and implementing R-CEFM activities. All wards and municipalities developed and implemented work plans with budgets following the government seven-step planning process with allocated budget and responsible persons. All municipalities developed their annual work plans and budget for R-CEFM with budgets entered into the SuTRA system, which ensured the activities and budget allocation for the fiscal year.

Municipalities are now reaching out to the intended audiences—parents, religious leaders, civil society members, child clubs, and youth clubs—through messengers employed in Durga Bhagawati Rural Municipality. Loharpatti and other remaining municipalities are reaching out to their audiences through social media, invitation letters, and mobilizing WCRCs, influential civil society committees, and child clubs to participate in the cluster-level meeting for R-CEFM activities selection. Before the project, municipalities and other local government structures had not recognized the role of WCRCs/LCRCs and civil society members and hence had not coordinated with or engaged to work together to support reducing CEFM. LCRCs, WCRCs, influential civil society committee members, all-political party committee members, religious leaders, adolescents, and other informal groups are now invited in the preparation and engaged in the implementation of R-CEFM activities. They also implement activities such as home visits, rallies, and parents award programs at the ward and municipality levels.

Although all the municipalities develop their annual work plan, Loharpatti, Matihani, and Durga Bhagawati are implementing activities from the first quarter of the fiscal year according to their plans. Although the seven-step planning process for local government has provision to implement activities and programs from the first quarter, most of the municipalities only start implementing activities from the third and fourth quarters.

In one case, Durga Bhagawati Rural Municipality revised the annual R-CEFM budget and activities after analyzing the CEFM status during their second quarter review meeting. They added more to their R-CEFM budget for that year based on the data they were reviewing.

In each municipality, quarterly review meetings are conducted to regularly review current data for the 13 indicators related to health, education, society, CEFM monitoring, and attitude of the community as guided by the Province Guide to declare an area CEFM-free. Jaleshwar, Pipra, and Rajpur follow their work plan and are still implementing R-CEFM activities in the last quarter of the fiscal year.

The municipalities and wards are doing regular monitoring. Regular monitoring is included in the activity budget breakdown for each activity.

Related Breakthrough ACTION's R-CEFM Activities Related to Implementation



Figure 7: Project field team mentoring computer operator for entering data for 13 R-CEFM indicators, Ward 2 Durga Bhagawati, Rautahat

The project provided technical support in forming and strengthening the formal structures: LCRCs, WCRCs, and informal structures including influential civil society committees, all-political party committees, child clubs, and religious leaders. The project team strengthened the capacity of the ward secretaries and WCSC chiefs and mentored them to mobilize those structures. Wards and municipalities are getting support from these structures and groups at every step, from planning to implementation and monitoring of R-CEFM activities. Members of these structures are especially focused on monitoring the CEFM

incidents, which ultimately contributes to the overall planning and implementation.

Findings for Question 4 Regarding Gender Equity and Social Inclusion

At the baseline, municipalities did not have any formal strategies or guidelines for GESI, and they randomly consulted community members for implementation of activities. Although several federal laws and guidelines related to GESI exist, elected representatives and municipal officials were not following them while planning and implementing activities. They had included women, Dalits, marginalized, and disadvantaged people only as token representatives during the implementation of infrastructure-related programs in the users committee just to show that they were following the guidelines and laws that mandate inclusion of these populations on the committee. However, this participation was less meaningful or influential to the process. At the baseline, Jaleshwar, Matihani, Loharpatti, and Durga

Bhagawati Municipalities had informally invited women, men, Dalits, Janajatis, and other marginalized castes to represent the group in the implementation of the activity only in skill training, gender-based violence, and other issues, but not during planning or implementation decision making. Pipra and Rajpur Municipalities did not consider GESI issues during program planning.

By the endline, municipalities had made some progress in understanding the GESI concept and started to more meaningfully engage all castes, religions, genders, and differently abled people while designing and implementing R-CEFM activities. Matihani municipality has formulated a “users committee, mobilization and management procedure” that guides implementation of activities taking GESI into consideration. It also involves all castes, religions, and genders and differently abled persons during the cluster-level planning process and implementation of activities. Durga Bhagawati Rural Municipality allocates activities and budget to include or reach Dalits, differently abled persons, all religions, and child clubs in the implemented activities such as preaching, home visits, and rallies. Rajpur Municipality conducted home visits and rallies by all-political party committees in six wards with high populations of marginalized and disadvantaged people. Loharpatti Municipality involved representatives from different castes, women, Dalits, and women in all-political party representative and influential civil society members committees and enlisted religious leaders for R-CEFM activities. Jaleshwar has endorsed the GESI strategic plan 2079 and procedure to operate gender-based violence prevention fund 2077. Pipra and Rajpur are now following the federal government’s laws and regulations to ensure GESI integration in their program.

Related Breakthrough ACTION’s R-CEFM Activities

Breakthrough ACTION did not create plans, laws, or regulations. Rather, the project oriented the municipalities to help them integrate GESI into their programs. The project continuously encouraged municipalities and wards to ensure meaningful engagement of people from different castes, communities, religions, locations, and genders and differently abled people during the planning, designing, implementation, and monitoring of activities. It oriented entire municipality teams from the ward level to the municipality level during the SBC capacity strengthening training regarding the importance and benefits of adopting a GESI lens during the whole cycle of an activity implementation and helped to sensitize them during day-to-day mentoring sessions. The project team supported municipalities to develop a detailed implementation guide for each activity, ensuring the meaningful participation of all the stakeholders and intended audiences for inclusiveness at each step of the process. The project team provided technical support to ensure GESI during the participants’ selection process from planning to implementation of all activities implemented with the municipality budget as well as the project budget. Municipal executive board members representing Dalits and marginalized and disadvantaged communities were given priority to express their views during capacity strengthening training, annual planning workshops, message design workshops, and HCD process implementation. The project also provided technical support for GESI integration in the municipalities-funded CEFM household census and the enumerators’ selection process.

Findings for Question 5 Regarding Availability of Skilled Human Resource with Adequate Responsibilities and Mandate to Address CEFM

At the baseline, Durga Bhagawati, Loharpatti, Pipra, and Jaleshwar Municipalities had WCSC section chiefs who directly managed programs related to women, children, and senior citizens, but there were no specific R-CEFM programs, except for the Kanyadan (collective marriage ceremony) program in Pipra. The WCSC section chiefs were not trained or oriented on the issue of reducing CEFM, and they were not clear about their role in addressing the CEFM issue. They were distributing disability cards, senior citizens cards, and working on vital registrations. In Rajpur, the focal person for the WCSC section chief was transferred, leaving one staff member from the municipality as the sole focal person for child protection issues. Matihani did not have a focal person assigned as the WCSC section chief.

At the endline, all six municipalities had focal persons responsible for contributing to reduce CEFM. All six municipalities have been implementing the Child Rights Promotion and Protection Procedure and have assigned roles for the WCSC chief and the ward secretaries for reducing CEFM. The Social Development Committee coordinator is also supportive. All municipalities have a WCSC section focal person who is designated to oversee issues related to reducing CEFM, and they are designing activities, proposing budgets, and implementing activities with a work plan in each fiscal year starting from 2022.

Jaleshwar and Matihani have developed child club and network formation and mobilization directives, which facilitate the formation and mobilization of those informal structures to initiate activities for reducing CEFM.



Figure 8: Child club member sharing her experience during capacity building training in Ward 4 organized by Loharpatti Municipality, Mahottari

Related Breakthrough ACTION's R-CEFM Activities

The project facilitated appointing focal persons in all six municipalities to formulate necessary legislation at the local level for mobilizing the formal and informal structures for reducing CEFM. It also built the capacity of the WCSC and ward secretaries or other designated people to fulfill their role in the municipality and implement the existing federal and local policies, procedures, and directives.

Findings for Question 6 Regarding Availability of Structures with Adequate Roles, Responsibilities, and Mandates to Address CEFM

At the baseline, there was no active structure for adequate roles, responsibilities, or mandates to address CEFM and child protection issues and no formal or informal child protection structures in the municipalities such as the LCRCs or WCRCs as mentioned in the Madhesh Province Child Right Law 2077. All municipal staff knew about child marriage but were unfamiliar with CEFM concepts or terms. The municipalities did not have any plan or strategies to coordinate and jointly implement activities for reducing CEFM.

By the endline, all six municipalities had developed Child Right Promotion and Protection procedure 2078 based on the Madhesh Province Child Right Act 2077. Under this mandate, they all formed WCRCs at the ward level and an LCRC at the municipality level responsible for reducing CEFM.

The WCSC section chiefs demonstrated their capacity by implementing planned activities mobilizing various formal (WCRCs, LCRCs) and informal structures (child clubs, all-political party committees, influential civil society members committees, religious leaders) and cleared the advances with all necessary documents in a timely manner for the implementation of the activities. Now the LCRCs and WCRCs in the municipalities are regularly monitoring R-CEFM status using the outcome indicators provisioned in the [Procedure Declaring Areas Free of Child Marriage in Madhesh Province](#).

The system is functioning. The LCRCs and social development committee coordinators at the municipal level and WCRCs at ward level are actively supporting municipalities to implement planned SBC activities for reducing CEFM. They have formed informal structures, such as influential civil society members committee, all-political party committees, and child clubs, to get support for initiatives to reduce CEFM. They collect CEFM data on a quarterly basis and review and reflect on the progress of R-CEFM works quarterly.

Related Breakthrough ACTION's R-CEFM Activities

The project provided technical support to municipalities to develop Child Right Promotion and Protection procedures and facilitated the formation and endorsement of the process from the municipality. The project also strengthened capacity of the LCRCs, WCRCs, and child clubs to enable their mobilization in the communities for effective monitoring of CEFM incidents and implementation of R-CEFM activities and to support municipalities' and wards' efforts towards reaching a status to declare their area free of CEFM. Further, the project provided technical support for municipalities to form and mobilize influential civil society members committee and all-political party committees recommended by the HCD process.



Figure 9: Religious leader sharing his experience during community preaching in Ward 5, Rajpur Municipality, Rautahat

Domain B: Social and Behavior Change Theories and Models

Findings for Question 7 Regarding SBC Models and Theoretical Frameworks in Designing CEFM Activities

At baseline, the municipalities lacked knowledge about SBC and its theory, models, and frameworks, as well as its importance. Municipalities did not target activities based on data or monitor progress outcomes. Awareness-raising activities were considered SBC activities.

At the endline, municipalities and wards were using the P-process, a step-by-step process to analyze design, budget, implement, and monitor activities to reduce CEFM. They prioritized the target audiences based on the evidence where they need to focus. They used data from the CEFM census, HCD process findings, and quarterly data from the WCRCs to design and improve activities.

All six municipalities have identified causes of CEFM and solutions to change the behavior of the target audiences, guided by the socio-ecological model. The socio-ecological model emphasizes the importance of reaching out to those who influence the social norm of CEFM, such as parents, religious leaders, and social influencers, rather than only focusing on the young girls at risk of early marriage.

Related Breakthrough ACTION's R-CEFM Activities

The project initially facilitated SBC capacity strengthening training in 2020 and then provided annual refresher training and ongoing mentoring for municipality and ward staff. The training and mentoring included ward chairs, ward secretaries, and ward computer operators; section chiefs of health, education, WCSC, planning, account, administration, IT, and employment; CAOs; municipal executive board members; deputy mayors/vice-chairpersons; and mayors/chairpersons. The training and mentoring enhanced the municipal stakeholders' program planning and implementation capacity based on the P-process, socio-ecological model, and audience segmentation. The project also facilitated the HCD process to jointly identify causes and solutions of CEFM and then prototyped and tested the solutions. The project field team based in each municipality mentored the municipality and ward stakeholders to clarify criteria for participant selection for different events, prepared for the implementation process of activities, and supported developing presentations for different activities.

Results for Question 8 Regarding Designing Communication Messages and Tools for Reducing CEFM

At the baseline, municipalities had not developed any communication message or tools on reducing CEFM. Loharpatti Municipality had developed and distributed materials on COVID-19, which they prepared by requesting proposals from the media and broadcasting those materials after approval by the CAO. Durga Bhagawati's participants had disseminated materials related to other issues developed by other organizations. In Rajpur, NGOs such as Aasaman Nepal and Rural Development Center Nepal had developed awareness messaging on gender-based violence and COVID-19. They distributed the materials in the municipality but were not involved in their development process. Pipra had never developed any messages. At the endline assessment, the municipalities demonstrated more audience-centric program implementation.

The need for standard messaging had been identified during the HCD process. The process revealed that community members were aware that child marriage is punishable by law and causes various health hazards, but knowledge and awareness alone were not effective. A need existed for audience-targeted messages that would resonate with the voice of the community to help them change their beliefs and norms about CEFM. Thus, a message design workshop was organized.

Out of this process, five messages were developed and tested, one for each priority audience—religious leaders, political leaders, parents, matchmakers, and social workers—to appeal to their aspirations towards addressing the issue.

Some municipalities described how they took systematic steps to use the five messages from the workshop. They used them during home visits and rallies conducted by the leadership of WCRCs, influential civil society members committees, and all-political party committees. Matihani, Pipra, and Durga Bhagawati Municipalities installed hoarding boards (flex boards) promoting key messages in public places such as in front of ward and municipality offices and in public markets. Pipra, Durga Bhagawati, and Ward 3 of Loharpatti Municipality developed public service announcements and jingles using the five messages.



Figure 10: WCSC section chief presenting progress of R-CEFM activities during stakeholders coordination meeting, Rajpur Municipality, Rautahat

Related Breakthrough ACTION's R-CEFM Activities



Figure 11: Deputy Mayor of Rajpur and Jaleshwar presenting R-CEFM messages during a message design workshop

The project facilitated a message design workshop for the municipalities with the objective of developing capacity of the WCSC sections for a systematic process to develop and test messages for R-CEFM.

Findings for Question 9 Regarding Mobile and Social Media Use for Reducing CEFM

At the baseline, no social media or mobile utilization interventions had been initiated by any of the municipalities. The popularity of mass media channels was not considered when airing messages. Other personal or political reasons were important when considering specific media channels. No R-CEFM messages or programs were aired in the local FM radio station.

At the endline assessment, municipalities were utilizing mobile and social media, especially Facebook and WhatsApp, to disseminate news about R-CEFM activities at the municipal and ward levels. Loharpatti, Matihani, and Durga Bhagawati have been regularly updating their municipality's website about R-CEFM activities being implemented, while Durga Bhagawati has created a WhatsApp group to communicate among the staff and elected representatives. Municipal staff in Pipra are sharing activities-related information through personal Facebook pages and WhatsApp. Matihani Municipality has broadcasted several news pieces about R-CEFM on the NTV Itahari YouTube channel and on the municipality Facebook page.

Related Breakthrough ACTION's R-CEFM Activities

The project provided technical support through regular mentoring sessions to the wards and municipalities on social media and other available media channels to broadcast information about R-CEFM activities.

Domain C: Coordination, Collaboration, and Advocacy

Findings for Question 10 Regarding Popular Media Programming for Reducing CEFM

At baseline, the participants said that there are some TV, radio, and print media popular in each municipality, but the strategic use of those media channels was not considered. The municipalities did not mobilize those channels for reducing CEFM.

At the endline, municipalities mentioned broadcasting messages through some of the TV channels and FM radio stations using municipality funds, inspired by the HCD process. Table 3 presents details on the messages and types of media used for R-CEFM message dissemination.

Table 3: Media channels used for R-CEFM message dissemination by municipalities

Municipality	Media Type	Details
Matihani	TV channels	Broadcasts R-CEFM messages and visuals through local TV channels. Contracted with a TV channel to broadcast all R-CEFM news and activities.
	Hoarding boards	Displays R-CEFM messages on hoarding boards at the municipality office.
Jaleshwar	NTV Itahari (TV)	Broadcasted several news items about reducing CEFM.
	Radio (Appan Mithila 94.4, Rudraksh FM)	Broadcasts R-CEFM messages during cricket commentary and news time.
	TV collaboration	Collaborated with Rudraksh FM to broadcast R-CEFM messages.
Rajpur	Radio (Ganapati FM, Sanskriti FM, Rautahat FM)	Has agreements to broadcast R-CEFM messages and news.
Durga Bhagawati	Website, Facebook	Shares R-CEFM information via website and Facebook.
	Hoarding boards	Displays R-CEFM messages on municipality premises.
Loharpatti (Ward 3)	Facebook	Consistently shares R-CEFM activities through its Facebook page.
	TV (Madhesh TV, News24 TV)	Broadcasts a drama on R-CEFM and a “Mayor with Children” program in which children discuss CEFM issues and request support.
	Online News Portal	Publishes R-CEFM news and information.

Municipalities have newspapers or FM stations with annual contracts but cannot strictly mobilize them to air R-CEFM messages. Also, even though they have an IT officer to handle a municipality webpage and Facebook page, some municipalities did not promote reducing CEFM through these channels, which represents an area for potential growth in the future.

Related Breakthrough ACTION’s R-CEFM Activities

The project has encouraged municipalities and wards to maximize the use of the mass and social media and their websites to spread information about their planned R-CEFM activities such as parent awards, adolescent awards, preaching, and news about the activities implemented.

Results for Question 11 Regarding Communication and Coordination with Partners Working to Reduce CEFM

At the baseline, no formal mechanisms of coordination existed in the municipalities in either Mahottari or Rautahat for any types of work, including reducing CEFM. One participant from Jaleshwar mentioned one municipal-level coordination meeting organized 1.5 years previously but did not remember who organized it, and the work was not continued. Mobile phones and text messages were used to communicate among municipalities, with letters used for internal communication and coordination. The IT section managed internal and external communication processes.

At the endline, for internal communication with staff and elected representatives, all municipalities had created WhatsApp and Messenger groups separately for each communication type. For external communication, municipalities are communicating with letters through hand delivery and posting on a WhatsApp group for event invitation to internal and external stakeholders when they organize R-CEFM

activities at ward and municipal levels. All wards and municipalities are conducting quarterly review meetings to coordinate among different concerned stakeholders, sections, and informal groups for implementation of the planned R-CEFM activities. WCSC section chiefs are facilitating stakeholders coordination meetings led by the deputy mayor/vice chairperson in all the municipalities except Pipra. In Pipra, the municipality chairperson is leading the coordination meeting with stakeholders. All decisions and plans are documented in the decision minute book in the stakeholders meeting. Durga Bhagawati is also advocating for R-CEFM in the meeting of National Association of Rural Municipalities in Nepal.

[Related Breakthrough ACTION's R-CEFM Activities](#)

The project facilitated forming the coordination committee of the municipality chaired by the deputy mayor or vice chair of the municipality. It also provided technical support to WCSC section chiefs and deputy mayors or vice chairpersons to conduct the quarterly stakeholders coordination meetings at the municipality level, which include municipality staff, NGOs, and international NGOs working to reduce CEFM. Project support to the WCSC section chiefs included drafting invitation letters for participation, deciding agendas, preparing templates for presentation by all stakeholders working in the municipality, and facilitating the quarterly WCRC review meetings, LCRC meetings, and quarterly stakeholders meetings.

[Findings for Question 12 Regarding Identification and Engagement of Key Partners and Stakeholders to Deliver Services to Reduce CEFM](#)

At the baseline, municipalities lacked a formal mechanism to identify and effectively engage partners. In Jaleshwar, the Ratauli Yuwa Club, Save the Children, and VSO were active in child rights issues. However, Pipra, Jaleshwar, and Loharpatti had not formally identified or engaged with key partners and stakeholders for delivering services to reduce CEFM. In Loharpatti, organizations such as Life Nepal and the Ratauli Yuwa Club worked on reducing CEFM but without formal engagement with the municipality. Matihani had not formally identified stakeholders working on reducing CEFM, although staff were informally aware of organizations such as Street Child partnering with Aasaman Nepal and JWAS to improve livelihoods for marginalized communities. Durga Bhagawati had no formal or informal structure or mechanism to coordinate feedback with stakeholders, although IT officers communicated with other stakeholders via email for infrastructure-related programs. The municipality had not developed any mechanism to identify concerned stakeholders but informally knew that World Vision, UNICEF, Mandavi, and the Social Development Division under the Ministry of Social Development were working on reducing CEFM in the municipality. Similarly, Rajpur lacked any formal or informal structure or mechanism for coordination.

At the endline, the municipalities had identified and enlisted stakeholders working for reducing CEFM in the municipalities and stakeholders working on other issues through the coordination committee meetings. These organizations were in addition to Aasaman Nepal, which was the Breakthrough ACTION local partner in all six municipalities. Loharpatti has identified CARE Nepal-led United States Agency for International Development's (USAID's) Adolescent Reproductive Health Project for providing service for reproductive health related issues; Save the Children for technical support for social security, child nutrition, and vital registration; and a local child forum, Our Sansar, for providing vocational training to adolescents who have dropped out of school. In Jaleshwar, Ratauli Yuwa Club, Aasaman Nepal, and the R-CEFM project were identified. In Matihani, Ratauli Yuwa Club in Wards 7 and 9, Women's Rehabilitation Center (WOREC) Nepal, Central Disaster Management System, and Rural Oriented Youth Movement-Nepal (ROYM-Nepal) were identified for R-CEFM work. In Durga Bhagawati, UNICEF was identified for vital registration, WCRC capacity strengthening, and R-CEFM; National Fertility Care Center (NFCC) for vocational training and income generation for women and adolescent girls; Society Development Center (SODCC) for youth-focused programs; MANDAVI for distributing water pumps to the parents who marry

of their daughters after the age of 20 years; and Rural Development Centre (RDC) for vocational training and gender-based violence work. In Rajpur, United Nations Population Fund (UNFPA) is working for life skill program for adolescents, and Ending Child Marriage Project is working for ending CEFM. In Pipra, the Sammunati Project led by Ratauli Yuwa Club with support from Save the Children was identified for R-CEFM work.

Related Breakthrough ACTION's R-CEFM Activities

The project mentored the WCSC section chiefs and deputy mayors/vice chairpersons for the formation and regular stakeholders' coordination committee meetings in each municipality. The meeting participants are local community-based organizations (CBOs), NGOs, and international NGOs working for R-CEFM. The project provided technical support to draft invitation letters, prepare a format for assessing progress, plan presentations by the stakeholders, and facilitate the meetings and writing meeting minutes. The project also supported WCSC section chiefs to identify areas where the stakeholders from the municipality should work to end CEFM. Support was also extended to draft a coordinated plan incorporating all the activities from all stakeholders working in some municipalities. However, coordinating implementation was challenging as each organization has its own working style.

Findings for Question 13 Regarding Advocacy for Reducing CEFM

At the baseline, there was no clear understanding of advocacy, what to advocate for, or how to do so. None of the municipalities had an advocacy plan for reducing CEFM. Durga Bhagawati had no formal advocacy efforts for reducing CEFM but engaged in informal advocacy with organizations such as Aasaman Nepal, World Vision, and UNICEF, which were working on child marriage.

At the endline assessment, municipalities were advocating for reducing CEFM based on the findings from the HCD process and local CEFM census data. All municipalities prioritized R-CEFM in their annual policy and programs, and even in their budgets with incremental increases. All six municipalities have developed CEFM-free declaration procedures to end CEFM within the current tenure of the elected representatives based on the Procedure Declaring Areas Free of Child Marriage in Madhesh Province.

The mayor of Matihani has announced that all the programs implemented by the municipality should incorporate R-CEFM messages, and all the sections and wards should collaborate to work on reducing CEFM. Loharpatti and Durga Bhagawati have been implementing the R-CEFM work plan systematically and mobilized formal and informal groups to advocate in the communities for reducing CEFM. Rajpur, Pipra, Rajpur, and Jaleshwar advocated for R-CEFM activities in their executive committee, ward committee meetings, external meetings with district coordination committees, and other meetings organized by other stakeholders.

Related Breakthrough ACTION's R-CEFM Activities

The project provided technical support to the wards and municipalities to prioritize reducing CEFM in their annual policies and programs so that they do not have any difficulties allocating budget for the selected R-CEFM activities later. The project supported developing annual activities implementation plans, decision making on the budget for R-CEFM, drafting of the CEFM free declaration procedure, strengthening capacity of formal and informal structures to advocate in the communities for reducing CEFM, and supporting setup of the CEFM status tracking system that incorporates 13 indicators based on the Procedure Declaring Areas Free of Child Marriage in Madhesh Province.

Domain D: Monitoring and Evaluation and Knowledge Management

Findings for Question 14 Regarding Legal and Policy Arrangements to Address CEFM

At the baseline, none of the six municipalities had local laws or policies, instead following federal and provincial ones. Pipra had working guidelines for the Kanyadan program (group marriage), including a

municipality-level legal document. At the time, Rajpur was considering not registering the birth of a child from a mother under 20 years of age but faced political opposition to this policy. Wards provide a letter for tax-free purchase of groceries and clothes around the time of a wedding from India for all families to use for the wedding regardless of the age of the people getting married.

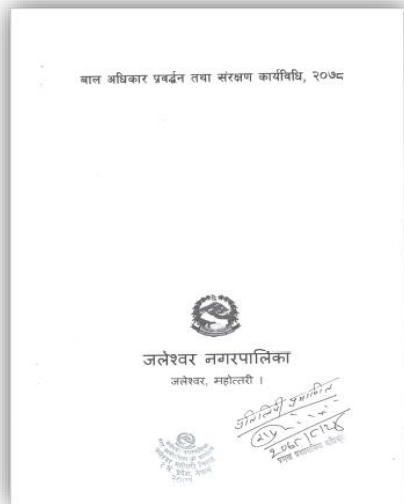


Figure 12: Child Right Promotion and Protection Procedure 2078, Jaleshwar municipality

At the endline assessment, all the municipalities had endorsed the Child Rights Protection and Promotion Procedure 2080 for establishing formal structures such as WCRCs and LCRCs and a government structure for R-CEFM activities. Jaleshwar and Matihani have formulated and endorsed child club and network formation and facilitation guideline 2080 to systematically mobilize them effectively to implement R-CEFM activities and advocate at the community level. All the municipalities are prioritizing the CEFM issue in their annual policy and programs each year and plan activities with an increased budget yearly. All municipalities have developed an action plan to declare CEFM-free municipalities within the current tenure of the elected representatives. Jaleshwar has endorsed Children Fund Operation Procedure 2077 and Operating Procedure for Social Security Programs for Orphaned and At-Risk Children 2075 to support the victims of the CEFM. In addition, all of them have been following the federal and provincial governments' policies, laws, and

procedures for ending CEFM.

All wards in project municipalities are filing reference letter applications with groom and bride birth certificates submitted by parents for buying goods from India for marriage ceremonies because wards currently only provide the reference letter to parents who marry off their daughter or son after the age of 20 years .

Related Breakthrough ACTION's R-CEFM Activities

The project provided technical assistance to draft and endorse legislation related to R-CEFM and implementation of the laws in municipalities. It also facilitated the development of annual work plans and action plans for CEFM-free area declaration.

Findings for Question 15 Regarding Systematic Knowledge Capture, Packaging, and Sharing to Increase Understanding of Social and Community Behaviors for CEFM

At the baseline, none of the municipalities had M&E or knowledge-sharing systems, and the responsibility for R-CEFM activities was unclear. In Loharpatti, an information officer disseminated information and documented incoming information for the municipalities by sharing documents on websites and Facebook. However, this officer was not responsible for knowledge management as defined. Neither Durga Bhagawati nor Rajpur had systems for M&E, learning documentation, or information dissemination.

At the endline self-assessment, all municipalities were systematically documenting, sharing, and managing information, CEFM data, monitoring reports, and meeting minutes of the formal and informal structures. All municipalities and wards were conducting quarterly review meetings collecting data for 13 indicators divided into five areas: health, education, community, social attitudes, and CEFM incidents monitoring. This outcome shows the impact of different activities in the municipality towards being CEFM-free. The wards and municipalities facilitate the meetings for formal and informal structures and help to reflect on the R-CEFM activities' progress and planning.

Municipality IT officers are the focal people managing records of CEFM data, a report on HCD implementation, the local CEFM household census, and annual R-CEFM work plans for the municipality. IT officers also enter the data collected from the community for all 13 indicators into the OPMIS system. At the ward level, computer operators are assigned as focal persons for recording the CEFM data with support from the ward secretary, and the ward secretary is the person keeping all records of R-CEFM activities of the wards.

The wards and municipalities use the quarterly review meetings to share the progress and situation of CEFM and plan for next quarter and how to improve activity implementation. The quarterly review meetings include government staff and representatives from all-political party committees, influential civil society members committee, child clubs, and enlisted religious leaders.

Related Breakthrough ACTION's R-CEFM Activities

The project held workshops to support wards and municipalities in collecting CEFM-related data, entering the OPMIS system, analyzing the collected data, and making decisions based on evidence. The project provided mentoring support to municipalities for conducting quarterly review meetings, developing presentations with data, and presenting findings in different R-CEFM events organized by municipalities and external stakeholders. The details on the OPMIS system are mentioned in question 17.

Findings for Question 16 Regarding M&E Strategy, Planning, and Responsibility of SBC for CEFM Activities

At the baseline, no M&E strategy existed for any municipality, although a lump sum budget was allocated for M&E activities, with all monitoring using this budget. No specific budget was allocated for reducing CEFM in any municipality. Durga Bhagawati and Rajpur had no M&E systems for social development programs. A committee led by a vice chairperson, CAO, and engineer performed M&E of infrastructure programs, and no further funds were issued until the infrastructure funds were spent.

At the endline, all the municipalities were monitoring R-CEFM activities implemented by wards and municipalities, using checklists developed with technical support from the project, and writing monitoring reports. The mayor/chairperson, deputy mayor/vice chairperson, and chiefs of health, education, and WCSC sections jointly conduct monitoring visits in wards. The Federal Ministry of WCSC and concerned ministry from Madhesh Province are also invited by the municipalities and wards for monitoring of their R-CEFM activities. Loharpatti has a monitoring committee under the leadership of the mayor. Durga Bhagawati, Jaleshwar, and Rajpur have an active monitoring committee under the leadership of deputy mayor/vice chairperson with seven members, including the deputy mayor/vice chairperson; CAO; WCSC, education, and health section chiefs; and social development coordinators. Pipra and Matihani are conducting monitoring under the leadership of the mayor, with inclusion of the ward chair, deputy mayor, and LCRC members.



Figure 13: Ward secretary discussing about R-CEFM indicators during WCRC quarterly review meeting in Ward 4, Rajpur Municipality

Related Breakthrough ACTION's R-CEFM Activities

The project organized annual capacity strengthening training to strengthen ward- and municipal-level stakeholders' capacity to develop indicators, monitoring and supervision checklists, and report templates. The project regularly mentored the monitoring team at municipal and ward levels on how to use checklists and write reports after the monitoring.

Findings for Question 17 Regarding

Planning, and Budgeting of SBC for CEFM Activities

At the baseline, none of the municipalities had plans or a budget for monitoring R-CEFM activities. They did not monitor programs related to social development.

At the endline, a monitoring budget was included for the R-CEFM activities and was detailed during the budget breakdown of each individual activity. All municipalities now include monitoring in the total budget for R-CEFM activities. Only Jaleshwar does not have a separate budget for monitoring R-CEFM activities. The municipalities are also allocating separate budgets for M&E: Loharpatti has allocated NPR 1,600,000; Pipra allocated NPR 180,000; Matihani allocated NPR 170,000; and Rajpur allocated NPR 100,000. These budgets can also be used for monitoring R-CEFM activities.

Related Breakthrough ACTION's R-CEFM Activities

The project provided technical support to detail budget breakdowns of each individual R-CEFM activities planned for a fiscal year. While working for detailed breakdowns of activity budgets, the project team suggested allocating funds for monitoring of the activity. During the capacity strengthening training, the project clarified the importance of monitoring and recommended that municipalities and wards allocate budget for CEFM activity monitoring.

Results for Question 18 Regarding Systems for Qualitative and Quantitative Information on CEFM

At the baseline, there was no system for qualitative or quantitative data collection or use in any of the six municipalities.



Figure 14: WCSC section chief Junaida Khatun entering the data of 13 R-CEFM indicators during quarterly review meeting, Rajpur Municipality, Rautahat

At the endline, all the municipalities had implemented the HCD process for qualitative data and local household CEFM census for the quantitative data. The municipalities use an OPMIS to systematically collect quarterly data for the 13 R-CEFM indicators. They regularly review the data for decision making and to track progress. They also use registers to keep records of letters provided to the parents to buy goods used in marriage ceremonies, and name lists of parents who married off their daughters before and after the age of 20 years. Matihani publishes annual reports of the SBC activities for R-CEFM implemented during the whole year. Loharpatti has installed a suggestions box in all wards to collect suggestions and CEFM incident information and submits annual progress reports of the municipality to the federal government using Local Government Institution Capacity Self-Assessment. All municipalities and wards are now systematically documenting data, which they were not doing before.

Related Breakthrough ACTION's R-CEFM Activities

The project team provided technical support for municipalities and wards to develop the 13 indicators for analyzing CEFM status, data collection sources for those indicators, and techniques to enter data into the OPMIS and utilize them for program planning and improvement. The 13 indicators were developed through different stages of data exercises at province and municipality levels, several rounds of consultation workshops conducted at municipal level, and feedback collected from municipalities and wards based on their practical experiences. Technical support

was also provided to municipalities and wards for developing formats to collect name lists of the parents who marry off their daughters before and after the age of 20 years.

Municipalities and wards have made significant improvement in planning, designing, budgeting, implementing, and monitoring the SBC activities to reduce CEFM with the technical support of the project. However, some areas such as utilizing media and disseminating messages through multi-channel approaches could be improved. The following sections summarize the major capacity improvements and the gaps that municipalities still need to pay attention to for reducing CEFM.

Major Areas Identified for Further Improvement

- Some municipalities such as Rajpur, Pipra, and Jaleshwar are still struggling to start the annual planned R-CEFM activities from the first quarter of the fiscal year rather than the last quarter, which is the usual practice because of their internal political conflicts. A decision from the executive committee of the municipalities could be made to implement activities to reduce CEFM without any hindrance from any political party. At the ward level, all political parties could agree on not disturbing those activities for political bargain.
- Government staff have multiple responsibilities, leading to delays in planned activities. Owing to ward secretaries being occupied with urgent work directed by the federal government, such as National Citizenship distribution and Tamasuk-related (local lenders verification) tasks, many activities had to be postponed in wards. For the urgent tasks assigned to a ward secretary,

municipalities can nominate WCRC committee members on a rotating basis to facilitate and support ward offices without hampering the annual planned activities implementation.

- The existing management norm has been process monitoring, getting things done, and spending the allocated budget. So, impact monitoring, which is sensitive to quality implementation, can be overlooked, especially if implementation starts late. The leadership positions such as mayor and CAO could develop a monitoring visit and purposefully conduct monitoring visits and program review and reflection meetings to sensitize wards and WCSC section on the quality issues. They could monitor this programmatic spending as they already regularly monitor the infrastructure activities. The Monitoring and Facilitation Committee of the municipality, chaired by the deputy mayor/vice chair, is responsible for overseeing municipal activities. However, since the deputy mayor/vice chair is not able to fulfill this role effectively because of their capacity, the mayor/chair and CAO have taken over their responsibilities.
- Some wards in Jaleshwar continue to outsource planned R-CEFM activities to local CBOs to avoid documentation and audit issues, leading to poor implementation. A main issue is that CBOs are not selected through competition; they are instead chosen by politicians and staff. Using a transparent process, municipalities and wards could orient the CBOs first and assign implementation of the activities and conduct monitoring during implementation. In this way, they could increase quality. However, program experience recommends municipalities implement the programs directly. To facilitate this process, the CAO and senior staff members, such as the accountant and planning section, could orient ward secretaries, ward chairpersons, and WCSC section chiefs on proper documentation and spending procedures so that they can implement the programs smoothly. This approach would avoid any lingering problems during advance settlement and payment of the implemented activities or audit issues.
- The use of social media was found to be low in comparison with other sub-domains.
- Although municipalities have allocated a budget for the local-level CEFM census and a certain amount under activities for monitoring, a separate budget heading especially for M&E activities for reducing CEFM is still lacking.

Recommendations from the Participants in the Self-Assessment

Participants made the following recommendations to overcome the gaps identified from the endline capacity self-assessment

- Support municipalities in the regular use of Sahayogi Pustika (SBC Capacity Strengthening Guide for Reducing CEFM) to design, implement, advocate, coordinate, and monitor SBC activities for R-CEFM.
- Encourage and support municipalities to adopt the Procedure Declaring Area Free of CEFM in Madhesh Province.
- The province can take the lead in the campaign. Many USAID projects are already active in Madhesh Province, and they are all addressing the issue of CEFM. Therefore, there is a need for facilitators who can link these efforts, along with other organizations working in the province, under a unified campaign. Linking with the private sector such as banks could also be explored.
- Facilitate municipalities to design a campaign for reducing CEFM, identifying various audiences for greatest impact based on the findings from this project, using different media platforms, including mass and social media.
- Support municipalities to ensure that the planned SBC activities to reduce CEFM are incorporated into the annual policy and program and are entered in SuTRA in a timely manner.

- Encourage municipalities to implement the prioritized SBC activities for reducing CEFM during the first quarter of their fiscal year for the most systematic and effective implementation.
- Advocate and allocate budget for collecting both qualitative and quantitative information directly from the community at the beginning of the annual planning process to identify the special needs of the community for reducing CEFM each year.
- Strengthen the capacity of LCRCs and WCRCs, making them more responsible for their mobilization focusing on reducing CEFM.
- LCRCs and WCRCs should continue to conduct quarterly review meetings measuring and analyzing the indicators in the procedure declaring an area free of CEFM. This process will help them in understanding the progress of a ward or municipality towards declaring an area free of CEFM, identifying the issues and challenges, and developing action plans to address them.
- Continue engaging newly formed informal structures, such as all-political party committees, influential civil society members committees, and enlisted religious leaders for strong advocacy against child marriage.

Annex 1: Participants of Capacity Self-Assessment Workshop (Endline)

1- Pipra Rural Municipality, May 3, 2024

Sn	Name	Organization	Designation
1	Madhubendra Jha	Pipra Rural Municipality	
2	Mani Thakur	Ward	Ward Secretary
3	Sanjit Kumar Yadav	Ward 2	Ward Chair
4	Rajkishor Bhandari	Pipra Rural Municipality	Executive Committee Member
5	Haribol Mandal	Ward 2	Ward Secretary
6	Suresh Das	Ward 1	Ward Secretary
7	Rajesh Kumar Das	Ward 1	Ward Chair
8	Harishankar Prasad Yadav	Ward 5	Ward Chair
9	Kishori Adhikari	Ward 3	Ward Chair
10	Arun Kumar Purbe	Ward 6	Ward Chair
11	Arun Kumar Thakur	Ward 6	Ward Secretary
12	Birendra Mahato	Pipra Rural Municipality	Executive Committee Member
13	Rachana Kumari Jha	Pipra Rural Municipality	WCSC Section Chief
14	Sulochana Sharma	Ward	Ward Secretary
15	Rita Devi	Pipra Rural Municipality	Executive Committee Member
16	Nilam Mandal	Pipra Rural Municipality	Executive Committee Member
17	Shova Devi	Pipra Rural Municipality	Executive Committee Member
18	Ram Sakhi Devi Mahara	Pipra Rural Municipality	Executive Committee Member
19	Tara Prasad Mandal	Pipra Rural Municipality	Assistant 4rth
20	Md Ahamad Reja	Pipra Rural Municipality	Assistant 4rth
21	Rajeev Kumar Jha	Pipra Rural Municipality	IT section chief

2- Jaleshwar Municipality, May 9, 2024

Sn	Nam	organization	Designation
1	Ram Lata Thakur	Jaleshwar Municipality	Sr. AHWO
2	Nitesh Chaudhary	Jaleshwar Municipality	IT Officer
3	Naresh Mandal	Ward 3	Ward Secretary
4	Rabindra Pd Sah	Ward 6	Ward Chair
5	Nirmal Kumar Sah	Ward 5	Ward Secretary
6	Manoj Kumar Mandal	Ward 4	Ward Chair

7	Pramod Kumar Mandal	Jaleshwar Municipality	Nayab Subba
8	Manoj Kumar Sah	Ward 11	Ward Chair
9	Ratan Jha	Ward 3	Ward Chair
10	Ashok Kumar Mandal	Ward 4	Ward Secretary
11	Anil Kumar Jha	Ward 1	Ward Chair
12	Anup Kumar Sharma	Ward 7	Ward Secretary
13	Bikash Das Kathbaniya	Ward 10	Ward Chair
14	Harish Chandra Mahato	Ward 4	Ward Chair
15	Marahaniya Devi Mandal	Jaleshwar Municipality	Executive Committee Member
16	Sudama Devi Mandal	Jaleshwar Municipality	Executive Committee member
17	Saida Khatun	Jaleshwar Municipality	Executive Committee Member
18	Madhu Kumari Sah	Jaleshwar Municipality	WCSC section Chief
19	Rabindra Yadav	Ward 9	Ward Chair
20	Ram Chhabila Yadav	Ward 7	Ward Chair
21	Anita Sah	Jaleshwar Municipality	AWDI
22	Barun Dahal	Ward 2	Ward Chair
23	Ramkishor Kapar	Ward 7	Ward Secretary
24	Ramlal Mahato	Ward 10	Ward Secretary
25	Abdhesh Kumar Sharma	Jaleshwar Municipality	
26	Jayakumar Sah	Jaleshwar Municipality	Acting CAO
27	Niraj Kumar Karn	Jaleshwar Municipality	Accountant
28			

3- Rajpur Municipality, May 17, 2024

Sn	Nam	organization	Designation
1	Jamila Asgar	Rajpur Municipality	Deputy Mayor
2	Khursaid Aalam	Rajpur Municipality	Acting CAO
3	Baiju Thakur	Rajpur Municipality	6 th Grade Officer
4	Khursid Aahamad	Rajpur Municipality	6 th Grade Officer
5	Md. Samiullah	Ward 2	Ward Secretary
6	Shekha Mustafa	Ward 9	Ward Secretary
7	Jayamangal Mahato	Ward 5	Ward Secretary
8	Shekha Harin Arattar	Ward 3	Ward Chair
9	Mijanur Rahaman	Rajpur Municipality	Public Health In charge
10	Md. Kahaful Wara	Rajpur Municipality	Public Health Officer
11	Md. Tarik Anwar	Ward 7	Ward Secretary
12	Manbhakta Rai	Ward 1	Ward Secretary
13	Shiv Saha	Rajpur Municipality	Executive Committee Member

14	Sajid Aalam	Rajpur Municipality	Planning Officer
15	Rahin Khatun	Ward 6	Acting Ward Chair
16	Sadanna Nesa	Rajpur Municipality	Executive Committee member
17	Saraswati Devi Ram	Rajpur Municipality	Executive Committee Member
18	Shanti Devi	Rajpur Municipality	Executive Committee Member
19	Shek Anasarul Hak	Ward 1	Ward Chair
20	Somari Devi	Rajpur Municipality	Executive Committee member
21	Md. Kaiser Aalam	Ward 8`	Ward Secretary
22	Md. Javed Aalam	Rajpur Municipality	Social Development Section Chief
23	Junaida Khatun	Rajpur Municipality	WCSC Section Chief
24	Mahashankar Rai Yadav	Ward 3	Ward Secretary
25	Md. Khursaid Aalam	Rajpur Municipality	Education Section Chief

4- Matihani Municipality, May 19, 2024

Sn	Nam	organization	Designation
1	Ram Padarath Sah	Matihani Municipality	Executive Committee Member
2	Sun Keshi Kumari Chaudhary	Matihani Municipality	Executive Committee Member
3	Dulari Devi Sah	Matihani Municipality	Executive Committee Member
4	Dinesh Yadav	Ward 5	Ward Secretary
5	Atabul Laheri	Ward 8	Acting Ward chair
6	Kabita Ray	Ward 2	Ward Secretary
7	ChandraSekhar Sharma	Matihani Municipality	CAO
8	Chandeswar Sah	Matihani Municipality	Education Section Chief
9	Md. Gafar Rain	Ward 4	Ward Chair
10	Najir Miya	Ward 3	Ward Chair
11	Jitendra Kumar Karna	Ward 8	Ward Secretary
12	Jaykumar Yadav	Matihani Municipality	IT officer
13	Pawan Kumar Mandal	Matihani Municipality	Public Health Officer
14	Madan Chaudhary	Ward 9	Ward Chair
15	Kalim Ansari	Ward 6	Ward Chair
16	Mishri Nayak	Ward 5	Ward Chair
17	Ramnath Mandal	Ward 3	Ward Secretary
18	Aibul Rain	Ward 2	Ward Secretary
19	Ranjan Mandal	Matihani Municipality	PSO
20	Binod Yadav	Ward 7	Ward Secretary
21	Hariprasad Mandal	Matihani Municipality	Mayor
22	Manju Devi Sah	Matihani Municipality	Deputy Mayor
23	Deepa Kumari Das	Matihani Municipality	WCSC Section Chief
24	Mantoriya Devi	Matihani Municipality	Executive Committee Member
25	Gena Devi Paswan	Matihani Municipality	Executive Committee Member
26	Sukani Mahara	Matihani Municipality	Executive Committee Member

27	Sunil Kumar Mahato	Matihani Municipality	Accountant
28	Umesh Kumar Mandal	Ward	Ward Secretary
29	Chandeswar Yadav	Ward	Ward Secretary
30	Bikash Kumar Jha	Ward 7	Ward Secretary
31	Ramjiban Sah	Matihani Municipality	Public Health Officer
32	Rajesh Kumar Sharma	Matihani Municipality	Section officer

5- Durga Bhagawati Rural Municipality, May 2, 2024

Sn	Name	Organization	Designation
1	Shambhu Kumar Singh	Durga Bhagawati Rural Municipality	Chairperson
2	Sheela Devi	Durga Bhagawati Rural Municipality	Vice-Chairperson
3	Suresh Chaudhary	Ward 2	Ward Chair
4	Umesh Chaudhary	Ward 3	Ward Secretary
5	Ram Narayan Sah	Ward 5	Ward Secretary
6	Binod Pande	Ward 2	Ward Secretary
7	Bina Devi	Durga Bhagawati Rural Municipality	Executive Committee Member
8	Bindeshwar Sah	Durga Bhagawati Rural Municipality	Kharidar
9	Rambalak Sah	Durga Bhagawati Rural Municipality	Technical Assistant
10	Shanti Devi	Durga Bhagawati Rural Municipality	Executive Committee Member
11	Gudiya Devi Das	Durga Bhagawati Rural Municipality	Executive Committee Member
12	Ram Nath Sah	Durga Bhagawati Rural Municipality	Executive Committee Members
13	Dipendra Kumar Mahato	Durga Bhagawati Rural Municipality	Social Development Section Chief
14	Sikindra Prasad Chaudhary	Durga Bhagawati Rural Municipality	Executive Committee Member
15	Pramanand Chaudhary	Ward 1	Acting Ward Chair
16	Nagendra Mahato	Durga Bhagawati Rural Municipality	Advisor of Vice-Chair Person
17	Suraj Kumar Chaudhary	Durga Bhagawati Rural Municipality	Education Section
18	Anish Singh	Durga Bhagawati Rural Municipality	Computer Operator
19	Sambhu Prasad Yadav	Ward 4	Ward Secretary
20	Ravi Prakash yadav	Durga Bhagawati Rural Municipality	MIS Operator
21	Sunil Kumar Gupta	Durga Bhagawati Rural municipality	Employment Coordinator

22	Arbind Kumar Sah	Durga Bhagawati Rural Municipality	Internal Auditor
23	Bindeshwar Mahato	Durga Bhagawati Rural Municipality	Na Su
24	Monika Jaiswal	Durga Bhagawati Rural Municipality	WCSC Section Chief
25	Ram Narayan Mahato	Durga Bhagawati Rural Municipality	S.A.H.W Officer
26	Ranjan Yadav	Durga Bhagawati Rural Municipality	Planning Section
27	Sanjip Das	Ward	Ward secretary
28	Laxmeshwar Thakur	Durga Bhagawati Rural Municipality	IT officer

6- Loharpatti Municipality, May 30, 2024

Sn	Name	Organization	Designation
1	Ramprasad Sah	Ward 5	Ward Secretary
2	Bhagyanarayan Yadav	Ward 2	Ward Secretary
3	Pheku Prasad Sharma	Loharpatti Municipality	Executive Committee Member
4	Kameshwar Chaudhary	Ward 3	Ward Secretary
5	Shyam Prasad Yadav	Ward 4	Ward Chair
6	Bindeshwar yadav	Ward	Ward Member/Acting Ward Chair
7	Sailendra Kumar Pande	Loharpatti Municipality	Tax section
8	Ram Hridaya Thakur	Loharpatti Municipality	Executive Committee Member
9	Ramji Yadav	Ward 3	Ward Chair
10	Ramdinesh Mandal	Ward 5	Ward Chair
11	Jay Krishna Mishra	Loharpatti Municipality	Planning Specialist
12	Jashima Khatun	Loharpatti Municipality	Executive Committee Member
13	Ganesh Thakur	Ward 7	Ward Chair
14	Shrinarayan Yadav	Ward 9	Ward Chair
15	Kiran yadav	Loharpatti Municipality	Executive Committee Member
16	Bandana kumari Sah	Loharpatti Municipality	Executive Committee Member
17	Subdhi Devi Ram	Loharpatti Municipality	Executive Committee Member
18	Rabindra Kumar Yadav	Ward 9	Ward Secretary
19	Pawan Devi Mandal	Loharpatti Municipality	Executive Committee Member
20	Sushil Kumar Yadav	Loharpatti Municipality	Education Section Chief

21	Binod Kumar Yadav	Loharpatti Municipality	Health Section Chief
22	Amit Kumar Yadav	Loharpatti Municipality	IT officer
23	Punarlatta Mandal	Loharpatti Municipality	Planning Section
24	Shubhanarayan Sah	Ward 7	Ward Secretary
25	Pappu Kumar Mandal	Ward 8	Ward Secretary
26	Rekha Devi yadav	Loharpatti Municipality	Health Section
27	Kanchan Kumari Sah	Ward 6	Ward Secretary
28	Sarita Sharma	Loharpatti Municipality	Deputy Mayor
29	Badarul Ansari	Loharpatti Municipality	Chief Administrative Officer
30	Pankaj Kumar Sah	Ward 6	Ward Chair
31	Yasodha Karki	Loharpatti Municipality	WCSC Section Chief