

**GOVERNMENT OF NEPAL  
PROVINCIAL AND LOCAL GOVERNANCE SUPPORT PROGRAMME  
(PLGSP)**

*Final*

**ANNUAL STRATEGIC IMPLEMENTATION PLAN 2021/22  
(NARRATIVE PART)**



MINISTRY OF FEDERAL AFFAIRS AND GENERAL ADMINISTRATION  
PROVINCIAL AND LOCAL GOVERNANCE SUPPORT PROGRAMME  
PROGRAMME COORDINATION UNIT

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## **1. BACKGROUND**

### **1.1. Provincial and Local Governance Support Programme**

The Provincial and Local Governance Support Programme (PLGSP) (July 2019/20 – July 2022/23), a joint programme of the Government of Nepal (GoN) and Development Partners (DPs), is being executed by the Ministry of Federal Affairs and General Administration (MoFAGA). The ultimate goal of the Programme is to attain functional, sustainable, inclusive and accountable provincial and local governance. To attain the goal, the programme aims at strengthening provincial and local governance systems and procedures, and intergovernmental relationships to maximize benefits for Nepalese people; and enhancing the capacity of provincial and local governments to deliver services and development outcomes effectively to their citizens.

### **1.2. Context of the Programme**

The recent global pandemic of novel coronavirus disease 2019 (COVID-19) is increasingly alarming. The overall infection tally in Nepal has reached 557,124, with 118,897 active cases as of 31 May 2021. Of these, more than 350,000 have been infected since the beginning of the second wave in Nepal (April – May 2021). According to the Ministry of Health and Population, 440,955 infected people have recovered from the disease so far, 6,205 of them in the past 24 hours (as of 31 May, 2021).

The nationwide lockdown imposed in March 2020 lasted nearly six months. After the government relaxed the lockdown measures in August 2020, the economic activities gathered momentum and industries gradually revived. During the time of pandemic, PLGSP has taken careful measures to undertake the programme activities viz. assessment of implications of COVID-19 and preparation of a contingency plan. For example, this has included the development of a crisis management information systems (CMIS) to support local governments (LGs) in reporting and compilation of COVID-19 related activities and information, and development of a rapid need assessment template to help provincial and local governments (PLGs) assess the needs and develop recovery plans to respond to the crisis. The safety protocol and measures devised by the GoN was strictly followed during the first phase of the pandemic and the activities and programme/s were organized in the provinces in the similar line. In the beginning of the lockdown, many virtual sessions were organized for meeting and trainings. Slowly with the relaxed measures from government, the programme also adopted onsite activities in line with government safety protocols and ensuring safety first.

In general, Nepalis had started to heave a sigh of relief with the [start of the COVID-19 vaccine drive](#) in January 2021, but the latest surge in infection rates show there is much to be vigilant about. On 7 April 2021, Kathmandu Valley reported 163 new Covid-19 cases, against the 298 cases across the country. At a first glance, the numbers look insignificant but this is 300% increase compared to the figures from a month before. During April-May 2021, the infections continued to rapidly increase, regularly with more than 8,000 positive cases per day and a positivity rate of above 40%. Many of those who have tested positive are school children, teachers and students going abroad, and most of them have shown positive for the UK strain B.1.1.7., which was first detected in Nepal in January, 2021. With the rapid increase in COVID-19 cases during the second wave, much of Nepal was again in lockdown starting in

April 2021. As of late May 2021, a slight reduction in daily positive cases has been witnessed. However, it remains uncertain how the situation will develop in the coming weeks and months.

The GoN has, meanwhile, instructed all LGs to set up isolation and quarantine centers. The Ministry of Health and Population has also urged businesses to close after 9AM and for schools to increase safety measures. In summary, it is clear that Nepal is not an exception to COVID-19 and is currently facing severe challenges to prevent the spread of infection and to respond to the health crisis. PLGSP will continue to stay vigilant and prepare measures in line with the government's directions and guidelines in the upcoming days. PLGSP will also prepare a dedicated Business Continuity Plan to ensure proper measures are in place to ensure Programme continuity in times of crises.

### **1.3. Importance of the PLGs in addressing the challenges brought about by the pandemic:**

- Though the COVID-19 crisis is national in nature, a large part of the response is going to be delivered at the local level.
- LGs, and to some extent PGs, have important constitutional mandates with regards to the public services most impacted by COVID-19, including: health; local water supply and sanitation; regulation of local markets; the enforcement of local business regulations; and disaster management.
- The impacts created by the pandemic require a cohesive and integrated response across sectoral boundaries in all localities.
- LGs, and to some extent PGs, are uniquely positioned to shape, adapt and deliver a holistic socio-economic response to the crisis, specifically targeting women and the people from excluded and vulnerable communities who are most severely affected by the crisis.
- PLGs have a better understanding of local contexts, needs and priorities.
- PLGs are better positioned to target the areas and populations in most need of support in an inclusive manner.
- PLGs have access to resources that can be diverted to the COVID-19 response.

### **1.4. Adaptability of ASIP 2021/22 to address COVID-19**

The need for COVID-19 response is urgent at the local level, with additional pressure for the LGs to re-orient and re-prioritize their programmes to respond to the people's need caused by COVID-19. As PLGSP works directly with the LGs, the Programme is expected to provide required support to assist their response in line with the local needs of people caused by the COVID-19. Considering PLGSP's mandate and framework, the Programme will not directly implement interventions in the Quarantines Centers or specific COVID-19 response programmes at the community level. However, PLGSP in a broad perspective, has a significant role in terms of developing capacities on demand basis on core government functions of PLGs, including in the areas of periodic/recovery plans preparation, systems and tools development, strengthening administrative functions and working procedures, public financial management, learning and knowledge management, communication, and promoting accountability which will help PLGs to better plan and prioritize their programmes to respond to COVID-19. The majority of the PLGSP 2021/22 budget will focus on achieving the core Programme outputs which will also contribute towards responding to COVID-19 by adopting optimum flexibility and adaptability in the capacity development support activities to PLGs in terms of developing COVID-19 responsive plans, policies and strategies so

that they become able to retort the crisis within the mandate of the Programme Document. The Innovative Partnership Fund (IPF), as stipulated in output 12 of the Programme Document and ASIP 2021/22, will provide immense prospect for LGs to respond to the COVID-19 crisis in terms of identifying and implementing innovative schemes that will provide innovative solutions for the recovery from socio-economic impacts of COVID-19. Additionally, key activities, such as COVID-19 Crisis Management Information System (CMIS), will provide required baseline information and data for the prioritization of recovery activities and COVID-19 responsive planning that can be supported through Innovative Schemes. Hence, the overall Programme interventions and budget will enable the PLGs to develop and provide practical solutions and find ways to recover from the adverse socio-economic impacts of the COVID-19 pandemic.

In addition to this, the following initiatives /approaches will be followed to make the support more specific towards COVID-19 preparedness, response and recovery in the PLGSP ASIP 2021/22.

- Study conducted on the initiatives taken by PLGs to manage COVID-19 in the fiscal year 2020/21, highlighting the activities re-oriented by PLGs to respond to COVID-19. PLGSP will also orient capacity development activities to address PLGs emerging capacity needs to continue their business in the changed context in the FY 2021/22. In addition, other relevant COVID-19 impact studies, if any, will also be considered to adapt the capacity development support to the PLGs in 2021/22.
- In 2020/21, MoFAGA, through PLGSP, developed a web-based reporting system called Crisis Reporting Management Information System (CMIS) which collects, filters, analyzes and reports COVID-19 related information from all the LGs. The CMIS has become relevant and will be continued in next FY 2021/22. The scope of the system will be expanded to accommodate the needed information in the changed context. This CMIS allows LGs to collect comprehensive data regarding COVID-19, their status, readiness, preparedness, and their issues and challenges, and supports reporting requirements of PLGs, districts, and federal ministries, particularly MoFAGA.
- Trainings, orientations and workshops will be organized virtually or in-person, depending on the evolving COVID-19 context. Additionally, e-learning will be used for sharing knowledge related to addressing the COVID-19 pandemic.
- Use of all required safety measures, such as sanitizers, masks, and social distancing, will be followed in organizing trainings, workshops and capacity development events. As prescribed by the government, such events will be managed in small groups in order to allow for social distancing and use of relevant safety measures.
- Dedicated trainings will be conducted on gender equality and social inclusion (GESI) and gender-based violence (GBV) to promote and ensure GESI friendly/sensitive and safe quarantine sites for women, girls and other vulnerable and excluded people to properly respond to and manage COVID -19. Dedicated training on GESI for elected representatives and the staff of PLGs will be re-oriented towards addressing the GBV that could occur in the quarantine management and during times of crises. This will support to integrate prevention efforts and services to respond effectively to GBV and violence against women and girls, and people from excluded and vulnerable groups, and ensure that quarantine services in their areas are safe.

- PLGSP ASIP 2021/22 includes added focus on delivery of capacity building support in terms of training, and developing and using different instruments and tools, to help the PLGs better implement their priorities and to better respond to the multiple impacts of the current, as well as future crises. Based on the demands of PLGs, the Programme may require mobilizing experts and volunteers to assist selected PLGs with technical support to understand the impact and prepare recovery plans in the local contexts.

## **2. Annual Strategic Implementation Plan (ASIP) 2021/22**

The ASIP has been prepared following a wider consultative and bottom-up process, including the following steps:

- Reviewed ASIP 2020/21 and identified the activities which need to continue in 2021/22.
- Reviewed and reflected on the impact of COVID-19 on the PLGs and the PLGSP implementation, and collected suggestions on how to address the challenges and needs in the evolving context.
- A brief guideline on preparing the Provincial ASIPs (P/ASIP) has been prepared and provided to the provinces to prepare results-oriented P/ASIP. All TA staff were also oriented on the guideline.
- Followed a fully bottom-up process in assessing and prioritizing the needs and activities of the PLGs, including getting the views and perspectives of women other excluded and marginalized communities, i.e. Dalit, disadvantaged ethnic communities, people with disability, etc.
- Ensured, through Provincial Programme Implementation Units (PPIUs) and Provincial Centers for Good Governance (PCGGs), that P/ASIPs are prepared through consultative processes, followed by thorough COVID-19 impact assessments at the local level.
- Reviewed and integrated P/ASIPs forwarded by PPIUs of the respective provinces to prepare an integrated ASIP 2021/22 reflecting provincial and local priorities and needs.
- Consulted with senior officials of MoFAGA, Office of the Prime Minister and Council of Ministers (OPMCM), Financial Comptroller General Office (FCGO) and other relevant federal agencies to identify and prioritize federal level activities.
- Consulted with DPs for coherent and consistent understanding of the on-going context and seek inputs to better respond to it.

Key elements of the ASIP have been summarized in the following sections.

### **2.1. Guiding Principles of ASIP 2021/22**

The ASIP 2021/22 has been prepared based on the following guiding principles:

- 1) Facilitate cooperative form of federal system through policy and legislation support;
- 2) Strengthen intergovernmental mechanisms and support PLGs in executing their mandates;
- 3) Promote accountability to citizens throughout the governance process;
- 4) Mainstreaming GESI at PLGs;
- 5) Design activities with transparent and participatory approach;
- 6) Ensure adaptability/flexibility of the implementation of PLGSP in reference to the COVID-19 pandemic.

## **2.2. Major Thrust of PLGSP for FY 2021/22**

Within the changed context caused by COVID-19, the major thrust of the PLGSP for 2021/22 will be the following:

- 1) Periodic assessment of the implications of the COVID-19 outbreak on implementation of PLGSP;
- 2) Institutional Strengthening of the PCGGs as a sustained service providing institute to the PLGs;
- 3) Implementation of the Local Institutional Self-Assessment (LISA) report by preparing capacity development plans of the LGs;
- 4) Implementation of Federalism Capacity Needs Assessment (FCNA) action plan;
- 5) Support capacity development and business continuity of the LGs;
- 6) Support PLGs to respond to COVID-19 and post COVID-19 recovery;
- 7) Enhance communication and information sharing.

## **2.3. Strategies**

The following strategies will be applied to implement ASIP:

- 1) Follow adaptability and flexibility to the extent possible while implementing activities with reference to the COVID-19 pandemic;
- 2) Ensure that the Programme is responsive to the demands and priorities of the PLGs, including those programmes and services are gender sensitive and socially inclusive;
- 3) Engage relevant government agencies at all levels to ensure buy-in and support of the Programme;
- 4) Institutionalize the mechanisms to coordinate and collaborate between PCU, PPIU and PCGGs, Federal Ministries, LG associations, and other key stakeholders;
- 5) Ensure coordination and harmonization with all programmes implemented on the sub-national level;
- 6) Follow-up and assess the outcome of the capacity development activities and other systems and tools developed under PLGSP, and document the learnings for future improvements;
- 7) Ensure coordination with LGs elected representatives with specific focus on women, Dalit, disadvantaged ethnic communities, people with disabilities and other excluded groups.

## **2.4. Implementation Priorities**

- 1) Strengthen the institutional capacity of PCGGs (long term business plan preparation, complete renovation/ construction of the office buildings, prepare capacity development plans) to deliver the planned capacity development activities. MoFAGA will provide backstopping support to institutionalize and operationalize PCGGs in close coordination with respective OCMCMs. In addition, restructuring of the Local Development Training Academy (LDTA) at the central level to National Academy for Good Governance (NAGG) has been planned with support to develop a long term business plan and legislative support that is required to manage capacity development activities in the context of federalism.
- 2) Implement the IPF by finalizing Policy Framework, Operational Guidelines and Implementation Plan, establishing institutional mechanisms at the province level, and provide further orientation on concept, eligibility and process of implementing innovative schemes at local level focusing on the COVID-19 context.

- 3) Formulate / review most necessary model laws, regulations, operational guidelines and systems that are required at the federal, province and local level institutions to better implement federalism.
- 4) Mainstream GESI in PLGs, by supporting them to prepare, adapting and endorsing GESI strategies, conduct GESI audits, localize SI policies, and conduct training of trainers (ToTs). PLGSP will be oriented to consider emerging issues, concerns and needs of women and people from excluded and vulnerable groups who have been most severely impacted by the COVID-19 pandemic, with an aim to ensure that they are benefitting from quality services provided by the PLGs.
- 5) Conduct studies on: i) intergovernmental relation issues and policy analysis for the implementation of the IPCC decisions; ii) laws that contradict with the Local Government Operation Act, and unbundling the concurrent rights among the three levels of the governments; iii) study follow-up on the system guideline developed, such as LISA, and Revenue Improvement Action Plan (RIAP), for feedback and improvement; iv) effectiveness of the various trainings conducted in the previous years at various level for feedbacks and improvements.
- 6) Strengthen e-governance system in coordination with the Department of Information and Technology (DoIT). It consists of mainly: i) Integrate and mainstream the different scattered IT systems under the umbrella of DoIT to assist in strengthening the IT systems and align with the standards of DoIT; ii) Digitize service delivery systems of LG and wards, enhancing efficiency of the service delivery to the citizens; and iii) Configure website of PLGs/DCCs.
- 7) Implement SuTRA, PAMS, RIAP, capacity development (CD) plans, LISA, GESI Audits, gender-responsive budgeting (GRB), periodic plans, MTEF, CDMIS, etc. in LGs to strengthen the local governance system.
- 8) Conduct mid-term review and third-party monitoring of the PLGSP and receive feedback/recommendations to improve the PLGSP in the remaining Programme period.
- 9) Organize training and orientations (virtually or in-person) for elected representatives and staff of PLGs on different thematic areas, including GESI mainstreaming in local plans, budgets and programmes.
- 10) Organize a dedicated training for elected representatives representing Women, Madheshi, Muslim, Dalit, Ethnic minority and other disadvantaged group on their role and responsibility including to enhance their leadership in the local governance system.
- 11) Support learning and knowledge management, including assessing the outcome of the capacity development activities implemented by PCGG, systems and tools developed and implemented by PLGs, and documentation of learnings, success cases and communications.
- 12) Organize training and orientations (virtually or in-person) for elected representatives and staff of PLGs on different thematic areas, including to mainstream gender in local plans and programmes.

## **2.5. Major Activities and Milestones by project outcomes and outputs**

Details of the activities with intended outputs, timelines and budgets have been presented in the separate spreadsheet (PLGSP ASIP 2021/22). The following sections provide a narrative summary of the key activities, implementation arrangements and milestones by project outcomes and outputs.

## **Output 1: Federal Level institutions develop legislation and policies to support provincial and local governments in a consultative manner.**

Output 1: Federal Level institutions develop legislation and policies to support provincial and local governments in a consultative manner.

### **Activity 1.1: Formulate model laws for provincial and local governments**

**Narrative:** Requirement and formulation of laws is a prerequisite for an institution to function fully and achieve the objectives and it is not an exception for the PLGs towards implementation of federal governance. Although the PLGs have prepared a number of laws, still more is required to fully function in the spirit of the Constitution. PLGs can either prepare such laws by themselves or review, amend and adopt the model laws provided by federal ministries and agencies after the approval from the respective assembly process. The PLGSP Programme Documents has also foreseen the needs of such laws and MoFAGA has planned to provide support to achieve the targets. In addition, NAGG, the proposed restructure of LDTA at the federal level as per the PLGSP programme document requires legislation to be operational in the changed context. Similarly, there was a demand of LGs for a model standard to conduct O&M study to make necessary changes in the organizational system in the changed context of federalism. Thus, this activity has been planned at PCU to draft relevant model laws/guidelines, legislation and a standard model O&M in support of PLGs in 2021/22.

**Implementation Arrangement:** The model regulations and operational guidelines for PLGs will be prepared through a consultative process. The PCU in coordination with concerned sections of MoFAGA will facilitate the formulation of model regulations and operational guidelines. In the process of formulation of model regulations and operational guidelines, MoFAGA will coordinate with the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA) and other relevant ministries, PGs and LG's associations.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 4 (Formulated 4 model laws/ guidelines including one legislation for NAGG/LDTA and standard model on O&M for LGs), NPR: 3500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 1: Federal Level institutions develop legislation and policies to support provincial and local governments in a consultative manner.

**Activity 1.2: Review existing laws of LGs and provide feedbacks**

**Narrative:** LGs have prepared and adopted different laws and regulations. These laws need to be reviewed and amended regularly to make the legislation clear, concise, user friendly, and aligned with the spirit of the Constitution. Further, it is also necessary to review and update the existing acts and regulations adopted by LGs to ensure that their legal frameworks are in line with the national and provincial laws, systems and policies. In this connection, the PCU has planned to review existing acts and regulations of the LGs and provide feedback to update.

**Implementation Arrangement:** The existing Acts, regulations and operational guidelines of LGs will be reviewed through a consultative process. The PCU in coordination with concerned sections of MoFAGA will facilitate the review of acts, regulations and operational guidelines. In the process of review of Acts, regulations and operational guidelines, MoFAGA will coordinate with the MoLJPA, and concerned federal ministries, PGs, LG associations and other relevant agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 30 (Reviewed 30 laws and provided feedbacks to LGs), NPR: 6000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

## **Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.**

Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.1: Organize workshop to share findings of LISA assessment and update the LISA guidelines and systems**

**Narrative:** Following the approval of LISA guidelines from the government, ToTs were provided to the selected persons at the province level to roll out the LISA in LGs, and LISA has been piloted with assessment reports posted online. In 2021/22, there is a need to follow-up the LISA roll out and understand the findings, shortcomings and scope of the added value of LISA assessment for institutional strengthening of LGs. Thus, a workshop has been planned among the stakeholders at the national level to share the findings and seek their inputs for the improvements of the guideline.

**Implementation Arrangement:** MoFAGA will carry out a brief follow-up study on the implementation status of the LISA and prepare a brief report on the findings, shortcomings and value addition of the LISA assessment to the LGs. It will be carried out by hiring a consulting service and the consultant will present the findings in a workshop organized by MoFAGA at the national level. Relevant stakeholders identified by MoFAGA will participate in the workshop.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (report on LISA implementation status and organized a workshop on the findings of LISA), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.5: Prepare short and medium term training modules for LDТА/NAGG and PCGG**

**Narrative:** Since the LDТА/NAGG and PCGG is a newly re-structured organization to deliver capacity development activities at the national, provincial and local levels, these institutions need to have standard training packages covering the needs of the targeted government institutions. Thus, it is planned to prepare short and medium term training modules to be delivered by these institutions. These training modules will contribute to make the institutions more professional to address the contemporary issues and concepts, catering to the needs of the government institutions at all levels.

**Implementation Arrangement:** MoFAGA in consultation with LDТА/NAGG, NASC, PCGG and other relevant government institutions will develop a concept and hire a professional institutions/consultant(s) to develop the proposed training modules in a consultative process.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 15 (Prepared 15 training modules for LDТА/NAGG and PCGG), NPR: 7500

### **Activity 2.8: Conduct third Party Monitoring of PLGSP**

**Narrative:** PLGSP has been implemented for two years and has delivered some results and outputs, such as revised laws, regulations, and tools, including LISA roll-out, SuTRA, and training for PLG representatives and officials. The Programme Document states that quality assurance of tasks performed under the Programme will be monitored by a third party independent service provider. Hence, this activity will implement third party monitoring of PLGSP.

**Implementation Arrangement:** MoFAGA/PCU, in consultation with DPs, will prepare ToR clarifying the concept and scope of the third-party independent monitoring of PLGSP. Consulting firms/individuals or academic institutions will be hired based on the agreed ToR and prepare a monitoring report with recommendation for improvement

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared monitoring report for the quality assurance of PLGSP), NPR: 2500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.9: Develop an integrated geo-spatial data management and visualization system for local governments**

**Narrative:** LGs have prepared their socio-economic profiles. MoFAGA has prepared a comprehensive guideline, a data collection tool and a template of a visualization portal to support LGs in collection and compilation of LG profile data. These tools prepared by MoFAGA, however, are not used by all LGs, therefore data collected by each LG are in different formats and structures. This has created problems in aggregated socio-economic data analysis of LGs which otherwise would have been aggregated into a single portal and would be assets in periodic planning and decision support for all tiers of government. Considering this, an integrated data portal has been planned where aggregated socio-economic data from LGs profile will be compiled (regardless of the data structure or format) and the aggregated data will be visualized. Once the system is in place, LGs will be able to view individual and institutional data, and prepare GIS-based Resource Maps on defined thematic areas. Using the system, the public, other government agencies and other stakeholders will be able to view and compare the aggregated socio-economic data of LGs in various indicators/themes, including the Sustainable Development Goals (SDGs).

**Implementation Arrangement:** PCU/MoFAGA will hire a consulting firm through a competitive process to develop this integrated system. The firm will provide support to LGs as per the agreed ToR, particularly in formatting, re-structuring the data format of LG profiles of each LG, prepare API for data exchange and include in the visualization tool to ensure that the portal is developed as per requirement.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Integrated geo-spatial data management system for LGs), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.12: Develop Personal Information System (PIS) for Provincial Governments**

**Narrative:** MoFAGA, in close coordination with the Department of Civil Personnel Records, is in the process of developing a Personnel Information System (PIS) for the PGs. The existing PIS, being operated by the Department of Personnel Record (now Nijamati Kitabkhana) is a comprehensive HR-MIS which maintains and keeps track of vital information of civil service employees, particularly at the federal level. This PIS however does not have records of PLG employees. Therefore, this support to PIS will develop a sub-system of the database with records of PLG employees, which will later be introduced to the PLGs and be operationalized under respective PG. A consulting firm has been identified and work has been initiated in FY 2020/21, however since the work has not yet been completed, payment has not been made, therefore this support is continued in FY 2021/22.

**Implementation Arrangement:** System development will be continued in coordination of PCU/PLGSP and supervision of the National office of Civic Personnel Record (Nijamati Kitabkhana). Upon finalization of the database, it will be introduced to the PGs and operationalized.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (PIS system), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.13: Organize MTOT on MTEF for resource person at Province level**

**Narrative:** As per the provision in the Intergovernmental Fiscal Management Act 2074, federal, provincial and local governments are required to prepare public expenditure statements in every fiscal year. While preparing the public expenditure statement, it is also mandatory for them to prepare the Medium Term Expenditure Framework (MTEF) of three years by highlighting the objective of the project, output and outcome to be achieved, source of expenditure and projection of output and outcome expected to be achieved from the amount expended, expenditure strategy and actual statement of the achievement or non-achievement of targets according to the allocated expenditure of the last fiscal year if the project is ongoing. However, MTEF preparation is a new approach for LGs and they therefore require enhanced capacity through training and orientations. To address this need, the PCU will organize a MTOT for MTEF resource persons at the province level.

**Implementation Arrangement:** The PCU will organize a MTOT for Master Trainers in consultation with PCGGs. These Master Trainers will be utilized by PCGGs to orient elected representatives and staff of all 753 LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Organized events of ToTs on MTEF at Province level), NPR: 1500

Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.14: Prepare / update guidelines/resource book and standards on different thematic areas for LGs**

**Narrative:** Guidelines/ resource books/ handbooks/ standards on various thematic areas will be prepared.

**CFLG:** This activity is about updating the guidelines for making child friendly local governance (CFLG) prepared by MoFAGA for LGs. The roles and responsibilities of the LGs have been defined from the perspectives of federal governance systems. This requires updating the existing guidelines for CFLG in the new federal context. Thus, this activity is planned to update the existing CFLG guideline addressing the context and opportunities created by implementing the federal governance system.

**UCG:** This is about revising the existing User Committee Guidelines (UCG) for the projects to be implemented through UCG at the local level. The update will incorporate the GESI perspectives and other mechanisms to make the function of UCG more transparent, participatory and accountable.

**DMG:** LGs are at the forefront to face the shock of different disasters and to provide the people with the pre, during and post disaster support services. There are also different networks and sub-committees functioning around managing disasters at the local level. There is a need to coordinate all the relevant institutions and mobilize resources to better manage disasters at the local level. This activity is planned to develop disaster management guidelines (DMG) for LGs with clear strategies of coordination, resource mobilization, accessing relevant information, support services and identifying the relevant institutions with roles and responsibilities to better manage disaster and save lives and livelihoods of the people.

**SDPFLG policy:** The constitution as well as the provisions of the Local Government Operation Act makes it mandatory to ensure the participation of people with disability and other excluded and disadvantaged groups in the planning and implementation of development programs. Likewise, emphasis has also been placed on addressing the needs and problems of senior citizens. MoFAGA/PLGSP is planning to develop a Model Senior Citizen, Disabled Person Friendly Local Governance (SDPFLG) Policy to support LGs to promote the participation and rights of people with disabilities and senior citizens in local governance, including planning processes, so that adequate resources are allocated and invested in disability friendly infrastructure and in overall development of SDP for their independent and dignified lives.

**Code of Conduct to control sexual harassment and exploitation in workplace:** GoN is committed to create safe, respectful workplaces for everyone and has thus enacted a specific

legislation, the Sexual Harassment at Workplace Prevention Act 15 (2017), which came into effect in February 2015. In line with Sexual Harassment Act – MoWCSC developed and endorsed the Sexual Harassment Prevention - Code of Conduct 2074. PLGSP will provide technical support and facilitate LGs to review and adopt localized and contextualized "Code of Conduct to control sexual harassment and exploitation" in workplace.

Prepare a simplified resource book on Procurement for LGs: In order to attain an efficient service delivery at the local government level, it is also important to have an efficient procurement (service, goods) system in place. In the changed context of federalism, the local governments do not have adequate knowledge on the concept, process, methods of procurement and contract management and monitoring. Thus, this activity is planned to prepare a hand book on procurement for LGs to increase their efficiency in the procurement and service delivery process.

**Social Inclusion Policy-2077 - Mainstreaming Action Plan in PLGs:** GoN (MoFAGA) developed the Social Inclusion Policy 2077 with an aim to ensure meaningful participation of people from excluded and marginalized communities at all levels. MoFAGA/PLGSP plans to develop "Social Inclusion Policy - Mainstreaming framework" to localise the Social Inclusion policy 2077 in PLGs.

**Model guidelines to increase women'/DAG's participation in different decision making Committees:** The constitution as well as the provisions of the Local Government Operation Act makes it mandatory to ensure the participation of women, Dalits and disadvantaged groups in the planning and implementation of development programs and also to ensure the participation of women and the representatives of DAGs in different decision making committees as Local level. In the same way, many Local Governments are adopting various approaches to engage citizens in planning, oversights and in the decision making process. On the other hand, many concerned stakeholders do not have adequate information about the existing provisions, importance of their participation as well as the clarity in process to be part of different committees. It is important that LGs have their clear guidelines to ensure and to promote the participation of women, DAGs in different decision making committees in LGs level. Thus, MoFAGA will develop model Guidelines on promotion of participation of women, DAGs in different committees in LGs level to support LGs to develop their own guidelines.

**Guidelines/toolkits on GEA, IO Framework, infrastructure management and Security Audit for government agencies:** To enhance LGs understanding of and ability to implement these frameworks and tools, a user guideline along with a brief handbook will be developed.

**Guideline on Spatial Data Infrastructure and digitizing GIS-based Resource Maps, open source mapping for LG:** Proper guidelines are not available for spatial Data Infrastructure and digitizing GIS-based Resource Maps, open source mapping for LG, data management (open-source data management system, production, uses and dissemination of data) for LGs, for improving accessibility on government systems, software, and websites for people with disabilities, for ICT Indicators and status assessment for PLGs. Therefore, PCU will develop guidelines to cover these aspects.

**Implementation Arrangement:** PCU in coordination with LDTA/NAGG and relevant sections of MoFAGA will develop these guidelines/resource books and standard training modules on the basis of demand of PLGs. Existing guidelines, modules, and standards will be reviewed and revised in the new context.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 10 (Guidelines/ handbook), NPR: 5000

Guideline/ resource book/ handbook on following area will be prepared:

- (i) Updated CFLG, ii) and UCG
- iii) Developed model Disaster Management Guideline (DMG),
- iv) Develop Senior citizen and Disable Person Friendly Local Governance (SDPFLG) policy,
- v) Develop Code of conduct to control sexual harassment and exploitation in workplace,
- vi) Prepare a simplified resource book on Procurement for LGs
- vii) Social Inclusion Policy-2077, Social Inclusion Mainstreaming Action Plan,
- viii) Model guidelines to increase women'/DAG's participation in different decision making Committees:
- ix) Develop guideline and toolkit on implementing GEA, IO Framework, infrastructure management and performing Security Audit for government agencies
- x) Develop guideline and conduct orientation on Spatial Data Infrastructure and digitizing GIS-based Resource Maps, open source mapping for LGs

Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.23: Conduct mid-term review of PLGSP**

**Narrative:** PLGSP (2019/20 - 2022/23) has been implemented for two years and it is time now to conduct its mid-term review to assess and document achievements, challenges, and learnings, and recommend improvements for the remaining period of the Programme. The Programme Document stipulates that a mid-term review should be conducted by the end of 2021. Thus, a mid-term review has been planned for late 2021/early 2022.

**Implementation Arrangement:** MoFAGA/PCU, in consultation with DPs, will prepare a ToR clarifying the concept and scope of the mid-term review of PLGSP. Independent consulting firms / individuals will be hired based on the agreed ToR to carry out the task.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared mid-term review report of PLGSP), NPR: 5000

Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.24: Develop an integrated information portal (LG Portal) with unified information including reports and legal documents of local governments**

**Narrative:** LG related information (news, reports, laws, contact details of LG elected representatives, staff, other information) are either not available or those available are also scattered in various portals, particularly in respective LGs websites. Therefore, it is planned to develop a LG portal as a single window with integrated information of all LGs. This integrated information portal will be available at sthyaniya.gov.np as a gateway to all LGs related information including those mentioned above. This information will be presented into a single portal in different relevant sections like, laws, reports, budgets, contact details, etc. Information will be compiled from data from each LG website and other relevant systems/portals at PLGs, thereby leaving minimum worry on the updates.

**Implementation Arrangement:** The PCU will hire a consulting firm through a competitive process to develop this integrated online portal.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed an integrated information sharing portal for LGs), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.25: Prepare master/business plan for NAGG/LDTA**

**Narrative:** The National Academy for Good Governance (NAGG), also previously known as LDTA, is an autonomous national training academy that specialises in enhancing the capacity of civil servants and elected representatives for effective service delivery and good governance. The need for capacity development in the changed context of federalism is different and varied at all the three levels of government. The aim of the activity is to support NAGG to construct a masterplan/business plan to address the changed needs of the governments so that they can better cater to institutional strengthening and capacitance of the representatives and officials for better service delivery.

**Implementation Arrangement:** The PCU, in consultation with relevant sections of MoFAGA, shall work directly with NAGG to develop the master plan and organise a workshop to disseminate the plan and get feedback.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared Master/Business plan of NAGG/LDTA), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.26: Develop the local level Public Expenditure Tracking System (PETS) Guideline for local governments**

**Narrative:** To ensure that budget allocation to intended programmes do reach the effective service delivery in the LGs, there is a need to track the expenditure made. Taking this into account, PLGSP has planned this activity. The expected result of this activity is to track the budget allocation and actual expenditure in relation to adaptation policies and activities.

**Implementation Arrangement:** The PCU in consultation with the concerned sections of MoFAGA will mobilize consultants to develop a guideline on PETS. A consultative workshop and discussions and interactions at various levels with stakeholders concerned will be organized in the process of conceptualizing, developing and finalizing the PETS guidelines.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed a PETS guideline for local governments), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.27: Organize MToT on FRRAP for resource person at province level**

**Narrative:** Managing fiduciary risks is vital for ensuring downward accountability and delivering tangible results. A fiduciary risk is the risk that funds are not used for their intended purpose, do not achieve value for money, do not produce the expected results or are not properly accounted for. A Fiduciary Risk Reduction Action Plan (FRRAP) is necessary to identify the tasks and activities involved in addressing the public financial management reform initiatives and in mitigating the fiduciary risks associated with day-to-day operation. The FRRAP is a new concept which many elected representatives and LGs are not familiar with. Hence, there is a need for orientations and training before introducing FRRAP in LGs. Thus, this activity is planned to organize MToT on FRRAP, to train Master Trainers who can then organize ToTs in coordination with PCGGs to develop the required resource persons to introduce the FRRAP through to the LGs.

**Implementation Arrangement:** The FRRAP and procedure for LGs are developed in consultation with concerned sections of MoFAGA and FCGO. The PCU will organize M/ToT for Trainers in consultation with PCGGs. PCGG will mobilize master trainers to organize ToT at the province level for the resource persons for the orientation and assessment of FRRAP at LGs level.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Organized events of MToT on FRRAP at federal level), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.28 Support to Upgrade system in DOCPR**

**Narrative:** Department of Civil Personnel Record of government is the responsible institution to create and maintain a detail information of human resources employed under civil services. They have planned to add e-pension system (electronic record of pension of civil servants) on the system already they have and thus requested to PLGSP for the technical / financial support in the fiscal year 2020/21. This activity is planned to provide technical assistance to upgrade the system with the addition of e-pension system. Large number of civil servants will be benefited from the upgraded system through enhanced efficiency of financial administrative process.

**Implementation Arrangement:** PCU/PLGSP will hire a consultant to work for DOCPR. The system will be upgraded with close supervision of the National Office of Civic personnel Record. PCU/PLGSP will monitor the process and assure the quality of the intended output. Upon completion of the upgrade of the system, it will be operationalized by DOCPR.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Upgraded system), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.29: Develop content management system based website for PLGSP (PCU/PPIU/PCGG)**

**Narrative:** Since the existing website of PLGSP needs improvement with dedicated sections to disseminate information, notices, success cases, reports, and with user privilege to each PPIU and PCGG, a new website for PLGSP has been planned.

**Implementation Arrangement:** The PCU will hire a consultancy firm to develop a website in consultation with PPIUs/PCGGs and other relevant federal and provincial agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**  
PCU, 1 (Developed content management system based Website for PLGSP), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.30: Improve the DCC monitoring system and conduct orientation for DCC**

**Narrative:** In the changed federal context, District Coordination Committees (DCCs) are assigned with monitoring roles in the local development. A monitoring and evaluation guidelines to be used by DCCs to monitor the performance of LGs has been prepared in the previous year. A computer based system is also under development, however, it has not yet been handed over to the Ministry. Thus, it is planned to revise the guideline (if needed), improve or develop the computer based systems as per the guideline, and provide orientation to the DCCs/LGs to implement it.

**Implementation Arrangement:** The PCU in coordination with relevant MoFAGA divisions will develop and improve the system through consulting service, and organize the orientation on the system for DCCs. PCU will prepare a detailed scope of the orientation and will document and disseminate the outcome of the orientation.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Oriented DCC on improved monitoring system), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.31 Update the RIAP guidelines and organize orientation on it**

**Narrative:** Following the approval of RIAP guidelines from the government, RIAP were prepared in selected LGs in the previous fiscal year 2020/21. There is a need to follow-up on the RIAP roll-out and understand the implementation and shortcomings of LGs. Thus, this activity is planned to follow-up the RIAP implementation, update the guidelines based on the findings of the follow-up and organize orientation/workshop at the national level to seek further inputs from the relevant stakeholders for final update.

**Implementation Arrangement:** MoFAGA will carry out a brief follow-up study on the preparation and implementation of the RIAP and prepare a brief report on the findings, shortcomings and value addition of the RIAP assessment to the LGs. It will be carried out by hiring a consulting service and the consultant will present the findings in a workshop organized by MoFAGA at the national level. Relevant stakeholders, to be identified by MoFAGA, will participate in the workshop.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**  
PCU, 1 (Organized a workshop on RIAP at national level), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.32: Assess outcomes and quality of the CD activities implemented by PCGG**

**Narrative:** The development of capacities of the LG staff to deliver high quality service is one of the key outcomes of the Programme. As part of enhancing capacity, the Programme has focused on need based CD initiatives and activities through the PCGGs at the province level. One of the key aspects of the interventions is to elevate the status of service delivery to a desired level. Thus, it is important to measure the results achieved and change experiences post the CD activities. A study is proposed to assess the quality of CD activities and the outcome achieved post the intervention/s. This study shall give feedback on the outcome and the gaps and improvements required for strengthening CD activities.

**Implementation Arrangement:** The study will be led by the PCU and it shall be conducted in all the seven provinces. A ToR shall be drafted in consultation with MoFAGA and relevant stakeholders. The study findings shall be shared in a workshop and feedback collected for ownership and improvement.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared an assessment report on CD activities implemented by seven PCGG), NPR:  
2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.33: Develop online portal to digitize the GESI audit process and integrate GESI indicators**

**Narrative:** This activity will support development of an online portal which will have integrated GESI indicators (as per GESI Audit Guideline 2077) and provide access to LGs for digitizing the GESI Audit process. This portal will help integrate the GESI Audit results of LGs and develop the GESI index of LGs. For the ease of user management at LGs and to ensure interoperability, this portal will eventually be integrated into the existing LISA portal.

**Implementation Arrangement:** The PCU, in coordination with GESI and IT sections of MoFAGA, will develop an online assessment tool through consultative process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Integrated GESI audit portal), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.34: Develop a self-paced digital learning platform into CDMIS and update CDMIS with additional features**

**Narrative:** This digital age has led to remarkable changes in how learning and its content is accessed, consumed, discussed, and shared. With e-learning platforms, lectures can be taken any time and any number of times, offering access to ever updated content, as compared to traditional learning methods. Realizing this, a self-paced learning portal has been planned to be developed and linked with the existing capacity development MIS (CDMIS). The CDMIS is an online system that has been developed in FY 20/21 and in use to capture disaggregated data of all CD related activities. This system includes information on training events, its participants, resource persons and their roster, session plans, etc. This system however needs further improvement to capture features like pre- and post-assessment, certification for participants and accreditation for resource persons, follow-up modules for participants, provision for linking to the e-learning system, etc. Thus, it is planned to a) develop a self-paced e-learning system and integrate it into CDMIS, b) upgrade the CDMIS system and ensure smooth operation by technical support on this system.

**Implementation Arrangement:** The PCU after consultation with the concerned section of MoFAGA, and provincial agencies, will hire a consultancy service to a) develop an e-learning platform, and b) upgrade the existing system and provide technical support on demand.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (a. Developed e-learning system, b. Updated CDMIS with new features), NPR: 1500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.35: Develop e-learning modules and integrate into the self-paced digital learning platform for PCGG**

**Narrative:** The e-learning platform will require digital content on various thematic areas for self-paced learning. Thus, it is planned to develop digital contents (audio video based e-learning modules) for different thematic areas that will allow participants (users registered in CDMIS) to learn each module at their own convenience and pace. One portion of these e-learning modules will be materials produced from virtual discussion, discourse, sharing on ICT and e-Governance related topics from domain experts. These sessions will be recorded and produced as e-learning modules for the said e-learning platform.

**Implementation Arrangement:** The PCU will identify different topics on various thematic areas. Once topics are identified, the PCU will hire various consultancy services to a) identify relevant domain experts in ICT and e-Governance to conduct virtual discussion sessions and produce e-learning modules on ICT and e-governance, and b) employ experts to develop the e-learning modules on other given thematic areas.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 6 (Developed e-learning modules with learning materials for PCGG), NPR: 1800

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.36: Conduct an impact study on on-the-job-training conducted by (piloting) LDTA / NASC**

**Narrative:** In the changed federal context, the expected GoN staff, including service delivery employees, in the seven provincial governments is about 21,000, and that in the 753 local governments is about 66,000. GoN has been initiating many capacity development interventions like short-term and long-term training, exposure visits, study trips, etc. A research/study on the impact of these interventions along with the gap analysis is imminent for the required reform in the changed context of administration and management. This study is proposed at federal level, piloting with MoFAGA and a few other ministries, and shall inform the required reform at the federal level to strengthen the service delivery at PLGs.

**Implementation Arrangement:** The PCU in consultation with the concerned section of MoFAGA and other related ministries will lead the study. A consultative workshop will be organized to disseminate the findings of the study and get the feedback from the stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared impact study report), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.37: Upgrade MoFAGA online portal for inter-government (federal, province and local) reporting and data sharing on different thematic areas including GESI**

**Narrative:** Collection and sharing of data on various thematic areas (GESI, Revenue, Planning Budget, Progress status etc.) between three-tier governments has been a long practice. However, this has been ad-hoc, leaving a huge scope of improvement, particularly improving standards and uniformity of data structures, avoiding duplication of data and its collection process, facilitating the compilation and sharing of data, and promotion of open data. Considering this, an online communication portal is envisioned by MoFAGA as "MoFAGA Portal" which allows the ministry to create data collection forms and collect data from LGs using their respective user credentials. This portal however needs improvement - adding a feature of allowing any requesting government agencies to create data collection form (using a form builder) on need/demand basis on any thematic area, and initiate data collection/reporting from PLGs. In this regard, a new online portal will be developed in-line with the existing MoFAGA Portal, including the mentioned form creation and data collection provision for federal or PGs that need data from LGs on any thematic area. The new portal, in addition, will allow the government agencies to do both, seamless communication on the data/reports being collected or any other relevant issues. As a pilot implementation of this portal, a comprehensive online data collection and reporting form on GESI thematic area will be developed in coordination with MoWCSC and other relevant stakeholders. This uniform and standard data collection and reporting form will then be shared with PLGs to collect, compile, report and share the GESI related data.

**Implementation Arrangement:** PCU/MoFAGA will develop ToR/Concept of this activity and hire consulting firms/software developers through a competitive process. PCU/MoFAGA will organize a number of consultations with relevant stakeholders, including MoWCSC, National Women Commission and civil society organizations, for their inputs and existing demands/needs in regards to comprehensive GESI data. PCU/MoFAGA will provide regular input and guidance to consulting firms to ensure the quality as well as developing the system as per the requirements.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Upgraded MoFAGA online portal for sharing data for all levels of government), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.38: Reconfigure and develop web servers, e-mail service, website and systems for PLGs, DCCs.**

**Narrative:** PLGSP/MOFAGA has been supporting ICT implementation and e-Governance adoption in and through LGs. In this regard, PLGSP/MOFAGA has been providing technical support in coordination with all relevant government agencies like National IT Center (NITC), and DoIT. This technical support ranges from web server management, email server management, website implementation for PGs, LGs and DCCs, and support of other systems/software at all three tiers of government, including MoFAGA itself. MoFAGA has been providing this support since 2014, and hence most systems and website development and server configurations were done during the unitary governance structure. Therefore, these systems, websites and server configurations need to be re-designed and re-configured as per the federal governance context. For example, the then District Development Committee (DDC) websites need to be re-designed to accommodate the need of the DCCs. The servers that host websites and emails are currently unified, so for the purpose of ease of maintenance and efficient support they need to be configured on a provincial basis. The LG websites are also on older versions, which needs to be updated as per new requirements and contexts. The government email server is centralized, which needs to be re-configured for the province and local levels (on request). There are also dedicated systems and sub-systems that needs to be developed as per need of ministry or PLGs.

The current technical human resources at MoFAGA are also limited. The systems initiated and the support provided had continued from 2014, since the LGCDP-II phase. The ICT team at LGCDP/ PLGSP/MoFAGA has provided core technical support at system and server level, however this has been discontinued since the initiation of PLGSP. To achieve the above-mentioned activities, MoFAGA needs to outsource ICT support. The aforementioned activities are of high importance and priority, and the ICT service has been highly recognized by the Ministry. Although this activity was planned in the revised ASIP 20/21, due to time constraints, it was not initiated, therefore this activity has been re-planned in the ASIP 2021/22.

**Implementation Arrangement:** PCU/MoFAGA will develop ToR/Concept in coordination with the DoIT for this activity and hire consulting firms through a competitive process. Once procured, PCU/MoFAGA will provide regular input and guidance to consulting firms to ensure the quality as well as developing the systems/servers as per the requirements.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Reconfigured and developed web server, systems for PLGs, DCC), NPR: 4000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.39: Develop standards for result based ToR of portfolios of federal ministries, and pilot in MoFAGA**

**Narrative:** Through this activity, a ToR will be drafted of the portfolio of the ministries that underlines the key results to be delivered over a period of time. Results-based management is being adopted by the GoN. This requires orienting the entire management around achieving the results intended by the institution. This can be started from orienting the ToR of the portfolio of the ministries towards achieving the expected results. Thus, it is planned to develop results-based ToR for the portfolio of the federal ministries, which when implemented will contribute largely to make the service delivery more effective.

**Implementation Arrangement:** MoFAGA/PCU will develop ToR describing the requirements and scope of the services and hire a consultant to undertake the activity in a consultative process. Interaction and discussion will be organized with relevant stakeholders, ministries and government agencies to understand the existing standards of ToRs of portfolios of federal ministries and the requirements to make them results-based.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed results-based ToRs for the portfolios of federal ministries), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.40: Develop management audit guideline for provincial government and develop online system**

**Narrative:** A management audit is an assessment of how well an organization's management team is applying its strategies and resources and provides a plan to implement to affect the changes. In the changed federal structure, it is important to understand how federal and PGs are working in the interest of the citizens as anticipated by the Constitution. There is a need to develop guidelines on conducting the management audit of the federal and PGs. Thus, it is planned to develop management audit guidelines and a computer based system to be used for management audit of federal and PGs.

**Implementation Arrangement:** MoFAGA/PCU will develop a ToR describing the requirements and scope of the services and hire a consultant to develop the guideline and system through a consultative process. Interaction meetings and discussions will be organized with relevant stakeholders, including ministries and government agencies. Once the guideline is prepared, an online system will be developed for efficient execution and reporting.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed management audit guidelines with online portal for federal and provincial governments), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.41: Conduct national level seminar and knowledge sharing workshop on "e-Governance adoption in three tiers of governments"**

**Narrative:** There have been various IT and e-Government initiatives from MoFAGA/PLGSP in all three tiers of government. These initiatives involve seamless effort of various government and non-government stakeholders, during inception, implementation and post-implementation phases. Therefore, it is planned to conduct a national level seminar and knowledge sharing workshop where relevant stakeholders will discuss and share scope, achievements, issues and way-forward on e-Governance adoption in three tiers of governments. Such an interaction between all relevant stakeholders will help synergize efforts, avoid duplication and seek mutual support in the implementation of e-governance in all three tiers of government.

**Implementation Arrangement:** MoFAGA/PLGSP will hire service providers that in coordination with the IT section of MoFAGA and PLGSP will organize workshops at federal level and selected provinces. If the time avails and needs are identified, more than one event will be organized.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**  
PCU, 1 (Conducted a knowledge sharing workshops at national level), NPR: 600

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.42: Conduct study on (i) career opportunity across different services and sub-services in civil service (ii) incentives mechanism along with motivation in civil service, and recommend appropriate measures for improvement**

**Narrative:** In order to make the civil service more efficient and effective, it must be itself attractive for the officials working in it. This necessitates the civil service to have career development opportunities and incentive mechanisms for the best performers. Thus, this activity is planned to conduct a study on career opportunity and incentive mechanisms in Nepal's current civil service and recommend a unified and predictable career opportunities system across the entire civil service.

**Implementation Arrangement:** MoFAGA/ PLGSP will develop a ToR describing the requirements and scope of the services and hire a consultant to undertake the study in consultation with relevant stakeholders, ministries and government agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 2 (Conducted research studies on at least two thematic areas of federal governance), NPR: 4000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.43: Develop, in coordination with Department of IT, an integrated system (with link to nagarik app) for digitizing service delivery (e-Sifaris, Digital citizen charter, e-Payment) of local government**

**Narrative:** Though there has been increasing use of integrated software (software as a service) provided and used at PLGs, still there is no system available to support activities at ward level, particularly service delivery to citizens. Those available systems are developed/procured by LGs which create data silos, add budgetary burden to LGs and hampers interoperability/data sharing among government units. Therefore, in close coordination with the DoIT, it is planned to develop an integrated system (linking to "Nagarik App") for digitizing service delivery of LGs. The proposed system will be developed with different modules like e-Sifaris, Digital citizen charter, e-Payment, planning, project tracking, monitoring etc., and will be integrated with other relevant systems available.

**Implementation Arrangement:** The PCU in close coordination with the DoIT and other stakeholders will identify required systems/subsystems needed in LGs, and develop an integrated LG system for digitizing service delivery of LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed a digitised system of service delivery embedded with integrated Nagarik App for LGs), NPR: 7500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.44: Develop an online system for implementing IPF**

**Narrative:** Once the IFP component will be functioning, it will demand a system that will help LGs to document and provide details for proposing and implementing innovative projects, help PLGSP/MoFAGA assess the projects on various criteria, list the approved and selected projects (as project bank), prepare required reports, etc. For this purpose, an online system will be developed, which will bring efficiency in the process of IPF implementation and results reporting.

**Implementation Arrangement:** The PCU, after consultation with the concerned sections of MoFAGA, and provincial agencies, will hire a consultancy service to develop an online system.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed online system for PLGs for implementing IPF), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.45: Organize a review / interaction programme with the PCGG/PPIU for harmonizing the coordination and learnings**

**Narrative:** PCGGs and PPIUs are two key Programme implementation units created at the province level as part of PLGSP. PCGGs implement capacity building activities with focus on PLGs while the PPIU implements systems, procedures, rules, and regulations related activities for provinces. Coordination and sharing learning of these two organizations is very important for the successful implementation of the PLGSP. This activity is planned to conduct a workshop to share learnings, improve implementation and harmonize the coordination between PPIUs and PCGGs.

**Implementation Arrangement:** PCU will develop a brief concept and agendas of the workshop in consultation with PPIU and PCGG and implement the activity. The outcome of the workshop will be documented and shared with relevant stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 3 (Organized workshop with PPIU/PCGG for sharing learnings & coordination), NPR: 3000

**Activity 2.46: Develop GESI index for LGs**

**Narrative:** As a tool, Palika's GESI index provides local governments with a framework to explore the status of GESI mainstreaming in local governance. In FY 2021/2022, PLGSP will develop a framework that includes Palika-wise GESI indexes for selected indicators and pilot it in 35 local governments (5 from each province). The GESI index framework will be developed in a consultative manner with the local government and be operationalized entering the required information accessing through the different sources. This framework will be a basis to consolidate GESI related information at provincial and federal level. The GESI indicators will also be linked to the already existing GESI analytical reports and indicators used by other UN agencies, such as UN women and UNICEF. TA will be provided by UNDP in developing the GESI index, including a practical guideline on how to regularly collect and enter required information into the system.

**Implementation Arrangement:** MoFAGA/ PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with NPC, provincial planning commissions and other relevant government agencies and UN organizations.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed GESI index for LGs), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.47: Activity: Develop Palika-wise Human Development Index (HDI) report**

**Narrative:** Nepal has been publishing Human Development Reports periodically, including the Human Development Index (HDI). The report indicates overall HDI status, key messages, and ways forward in terms of meeting national human development goals. Since LGs are still in a formative stage, there is a need to introduce systems for analysing HDI at the local level and support them to reflect how to focus on the human capability approach to local development. The latest HDI report of Nepal published in 2020 does not include HDI level by LG, a measure that is very important for National Natural Resources and Fiscal Commission (NNRFC), MoFAGA and LGs in terms of budget allocation. Thus, UNDP, jointly with the National Planning Commission (NPC), will offer technical support to PLGSP to prepare the National Human Development Report of the LGs along with local level HDI calculation. The report will help LGs to review, reflect and debate on the basic dimension of human development.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with NPC, Provincial Planning Commissions and other relevant government agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared Palika-wise HDI with a summary report), NPR: 2300

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.48: Develop a framework on Mobilizing International Development Aid for Local level Infrastructure Development**

**Narrative:** There are various DPs and development aid organizations supporting the GoN in the development of local infrastructure. In order to avoid duplication and coordinate and harmonize the support and partnership, the GoN has identified a need for developing a foreign development aid mobilization framework in the area of local infrastructure development with clearly articulated priorities and strategies. Thus, this activity is planned to develop a framework on foreign aid mobilization for local infrastructure development.

**Implementation Arrangement:** MoFAGA/Foreign Aid Coordination Section/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with relevant government ministries and agencies. Several interactions, discussion meetings/workshops will be organized to share the concept and seek inputs to develop and finalize the framework.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed a framework on Mobilizing International Development Aid for Local Level Infrastructure Development), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.49: Conduct study on expenditure need of service delivery of LGs**

**Narrative:** PLGSP aims to support LGs to make their service delivery more efficient, effective, inclusive and accountable. This requires proper budgeting, planning and spending capacity at the LGs. The expenditure needs vary by types of service and geographical location. PLGSP aims to contribute to better understanding of local needs through a dedicated study. This activity is planned to conduct a study on expenditure needs of service delivery of LGs, which can also help PLGSP to design capacity development support to LGs through PCGG.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with NPC, MoFAGA planning section, LGs' associations, and LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared a study report), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.50: Prepare local government tax capacity analysis framework**

**Narrative:** Taxation is the main source of internal resources for the LGs. However, it depends on the capacity of the LGs to analyze and project the taxation within their jurisdiction. A systematic and practical tax analysis framework is required for LGs to enable them to analyse, project and implement the taxation to increase their internal resources. Thus, this activity is planned to develop a tax capacity analysis framework for LGs.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual consultants. The activity will be carried out in close coordination with the Ministry of Finance (MoF) and other relevant government agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared a LG tax capacity analysis framework), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.51: Develop national policy for civil service**

**Narrative:** GoN fulfils the requirement of Civil Service guided by the Civil Service Act, passed in 1956. However, a need has been identified to develop and implement a clear policy on the human resource requirements, their quality, education and promotion and career development in the federal context so that the intended service delivery to the citizen can be dynamic catering the needs of time and context. This activity is planned to develop a national policy for civil services in Nepal focusing on federalism and particular needs of all three tiers of government.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual consultants. The activity will be carried out in close coordination with NPC, provincial planning commissions and other relevant government agencies.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared a national policy on civil service), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.52: Organize a workshop to identify areas in the list of concurrent rights and coordinate with sectoral ministries in formulating relevant laws**

**Narrative:** While implementing federalism in Nepal, the Constitution of Nepal has listed a set of concurrent rights among the three tiers of the governments. Three workshops have been planned under this activity to identify areas in the concurrent list and coordinate with relevant ministries for the formulation of necessary laws to clarify the roles and responsibilities of the three levels of government to implement federalism. The outcome of the workshops will be helpful to prioritize PLGSP support to the government in formulation and implementation of related laws/rules and regulations.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with the MoLJPA, OPMCM and other relevant federal government ministries and agencies and PLGs. Several workshops and interaction meetings will be organized with the relevant ministries and agencies to share the findings and seek their inputs in the process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 3 (Organized workshop events), NPR: 1500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

### **Activity 2.53: Develop local service standards for LGs**

**Narrative:** LGs are at the front line to deliver public services to the citizens. The prime objective of the LGs is to provide quality services to the citizens. However, there are currently no standards in place to measure the quality of the services being delivered to the public, or the time taken to deliver, needs of the services, accessibility, cost of services, etc. In the absence of the understandable standards around these parameters, it becomes difficult to assess whether the service delivered by LGs meet required standards or not. Thus, this activity is planned to develop measurable service standards for LGs so that the services delivered can be counted and unified.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual consultants. The activity will be carried out in close coordination with NPC, provincial planning commissions and other relevant government ministries and agencies, including LG associations.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Prepared local service standards for LGs), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.54: Develop social capital index of LGs in coordination with academic institutions**

**Narrative:** The Social Capital Index is a sub-index of the Global Sustainable Competitiveness Index (GSCI). It indicates social stability and wellbeing. This type of measurement is currently done at national level, but not yet done at local level. PLGSP aims to develop a social capital index for LGs under this activity. This will enable the LGs to understand their status on social stability and wellbeing and gaps for further improvements, alongside with other associated development indicators.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants, preferably in collaboration with academic institutions. The activity will be carried out in close coordination with NPC, provincial planning commissions and other relevant government ministries and agencies, including LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Developed a social capital index for LGs), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.55: Prepare Debt Sustainability Framework of Local Government**

**Narrative:** Debt management is always an important matter of concern. There is a need to develop a debt sustainability framework for LG so that they can assess how their current level of debt and prospect of borrowing affect their present and future ability to meet debt service obligations.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual consultants. The activity will be carried out in close coordination with the MoF, NPC and other relevant government agencies.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (developed debt sustainability framework for LGs), NPR: 501

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

**Activity 2.56: Conduct orientation (TOT) on environment friendly local governance framework**

**Narrative:** MoFAGA has prepared an environment friendly local governance framework for LGs, which requires orientations to LGs to localize and adopt. This activity is planned to provide a ToT on the guidelines for the selected persons who will be mobilized by PCGGs to further organize orientations on the same for the LGs.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity. The activity will be carried out in close coordination with PCGGs and LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Orientation event), NPR: 1498

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

### **Output 3: Inter government administrative mechanisms strengthened and functional**

Output 3: Inter government administrative mechanisms strengthened and functional

#### **Activity 3.1: Conduct policy analysis to implement decisions of the Inter- Provincial Coordination Council meetings**

**Narrative:** The Inter-Provincial Coordination Council (IPCC) is an institution created under the federal system. It is expected to make important decisions to strengthen the coordination among the three tiers of governments. There is a need to analyse the policy and provide a plan to implement the necessary changes for the effective implementation of the decisions. Hence, a policy analysis for the effective implementation of the IPCC decision is planned.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with the OPMCM and other relevant government ministries and agencies. Several interactions/sharing workshops will be organized in the process.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Conducted policy analysis study for the implementation of IPCC decisions), NPR: 2000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

---

Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.2: Conduct studies on IGR issues for Inter-Provincial Coordination Council and develop strategy**

**Narrative:** While practicing the federal system of governance, different disputes and misunderstandings may arise among the different tiers of governments. A study will be carried out to identify such issues, including recommendations and possible options for dispute resolution.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with the OPMCM and other relevant government ministries and agencies. Several interactions/sharing workshops will be organized in the process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 3 (Study conducted on at least 6 IGR issues), NPR: 6000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

---

Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.3: Organize National Steering Committee (NSC), National Executive Committee (NEC), National Advisory Fiduciary Risk Management Sub-Committee (NAFRMSC), Technical Assistance Sub Committee (TASC) and consultative meetings with federal agencies**

**Narrative:** The PCU is required to organize NSC, NEC, TASC, NAFRMSC meetings to approve ASIPs, TA work plan, policy guidelines and annual reports. This activity is planned to organize and provide necessary logistic support for these different meetings.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 15 (Organized meeting events at different levels), NPR: 3000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

---

Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.4: Organize best practices sharing workshop at provincial level with officials of province and local governments**

**Narrative:** There are a number of best practices adopted by PLGs in the areas of service delivery, planning, reaching the poor/disadvantaged groups, and adopting different processes and approaches to engage the citizens which requires to be documented and shared widely. This activity is planned to organize best practices sharing workshops at the province level with PLGs.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 7 (Organized workshop events at province level), NPR: 14000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.6: Organize validation meeting/workshop to assess the quality and provide feedbacks on the system tools/guidelines prepared by PLGSP**

**Narrative:** PCU will organize the proposed validation meetings/workshops at national level to ensure the quality and consistency of the different tools, systems and guidelines prepared by PLGs, PPIUs and PCGGs. A number of specialists and experts in different thematic areas, representatives from concerned government line agencies and civil society organizations will be invited to review and validate these tools, systems and guidelines.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 5 (Guideline tools validation meetings /workshops at national level), NPR: 1000

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.8: Conduct study on Federal Laws that contradict with the Constitution and LGOA**

**Narrative:** While practicing the federal system of governance, federal ministries and agencies have formulated different laws that might contradict provisions of the Constitution and the Local Government Operation Act (LGOA). A study will be carried out on federal laws that may contradict the Constitution and/or LGOA. The findings of the study will serve as the guiding document for PLGSP to support federal government agencies and PLGs to formulate and review necessary laws to enable them to implement federalism effectively.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual consultants. The activity will be carried out in close coordination with the MoLJPA and other relevant government ministries and agencies. Several interactions/sharing workshops will be organized in the process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Conducted a study on federal laws contradicting the Constitution or LGOA), NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.9: Study and update functional assignment of LG as per the constitution and unbundling the inter-governmental function**

**Narrative:** A functional assignment study was carried out by the GoN for unbundling the inter-governmental functions in the spirit of the Constitution of Nepal. There is a need yet to study it and update it further towards facilitating the inter-governmental functions. This study will assess the initial study and complete the unbundling of the inter-governmental functions which will serve as a guiding document to facilitate the inter-governmental relations and cooperation for the implementation of the federal system of governance.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity by hiring individual and/or institutional consultants. The activity will be carried out in close coordination with the OPMCM and other relevant government ministries and agencies. Several interactions/sharing workshops will be organized in the process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Updated functional assignment study unbundling the inter-governmental function),  
NPR: 500

*Outcome 1: Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of federal governance as per the constitution.*

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Output 3: Inter government administrative mechanisms strengthened and functional

**Activity 3.10: Organize interaction program on federalism with province and LGs (including experts)**

**Narrative:** There are a number of issues faced while implementing federalism in Nepal. This requires a series of discussions and interactions at various levels to clarify the issues, roles and responsibilities of the governments at different levels. This activity is planned to organize interaction programmes between the PLGs which will help to clarify some of these issues and identify others that could be addressed by PLGSP.

**Implementation Arrangement:** MoFAGA/PCU will implement this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 7 (Interaction events), NPR: 4200

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

## **Output 4: Provincial governments drafted legislation in a consultative manner**

Output 4: Provincial governments drafted legislation in a consultative manner

### **Activity 4.1: Formulate/review Acts, regulations and guidelines of PGs**

**Narrative:** A significant number of frameworks and legislations are required to implement federalism successfully. This includes Acts related to the operation of the PGs, public and sectoral administration responsibilities and to enable issuance of necessary laws/acts at the provincial level. Until now, PGs have formulated several laws/acts, regulations, guidelines and standards to operate PG functions. Yet, there are still many laws and regulations to be formulated and revised to make PGs more effective and functional by clarifying the division of responsibilities and operating procedures. Therefore, this activity is planned to support the PGs to formulate essential new laws as well as to review and revise the existing laws. Formulation and reviewing of new and existing laws, regulations and guidelines will be as per the needs and priorities of the PGs.

**Implementation Arrangement:** The PPIUs/OCMCMs, in consultation with the Ministry of Internal Affairs and Law (MoIAL) and Chief Attorney General Office, will carry out the activities. Formulation and review of laws, regulations and guidelines will be conducted in a consultative way. Based on needs, laws on concurrent and exclusive powers will also be drafted. In the process, a number of consultative meetings/workshops will be organized with PG officials and other relevant government agencies to identify major laws, regulations and guidelines to be formulated/reviewed. PPIU/OCMCM will facilitate the meetings/workshops as and when necessary during the process of review and formulation of provincial Acts and regulations. Drafted laws will be forwarded to the Provincial Assembly for review and approval through the proper channel by the MoIAL.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PPIU	6	Laws/ acts/ regulation/ guidelines	900
PROVINCE 2-PPIU	4	Laws/ acts/ regulation/ guidelines	2000
BAGMATI PROVINCE-PPIU	2	Laws/ acts/ regulation/ guidelines	500
LUMBINI PROVINCE-PPIU	4	Laws/ acts/ regulation/ guidelines	2000
KARNALI PROVINCE-PPIU	8	Laws/ acts/ regulation/ guidelines	4000
SUDURPASCHIM PROVINCE-PPIU	4	Formulated Laws / Guidelines / Rules	1000
	2	Reviewed Laws/ acts/ regulation/ guidelines	500

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.2: Review existing Acts and regulations prepared by LGs and provide necessary feedback for improvement**

**Narrative:** The LGs have formulated on average 30 acts and regulations to carry out their functions as provisioned in the constitution. It is necessary to review the existing acts and regulations adopted by LGs in order to avoid contradiction with provincial and federal laws and provide effective and efficient services to citizens. In this context, this activity is planned to review the acts, regulations and rules of LGs and provide feedback for improvement.

**Implementation Arrangement:** The PPIUs in consultation with concerned provincial ministries will implement this activity in respective provinces. PPIU/OCMCM will develop the criteria to select LGs to review the necessary Laws/regulation and rules. OCMCM will hire teams of consultants to review existing acts and regulations adopted by LGs in a consultative process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PPIU	8	Act, regulation of LGs	2000
KARNALI PROVINCE-PPIU	2	Laws / Guidelines / Rules of LGs	1000
SUDURPASCHIM PROVINCE-PPIU	4	Laws / Guidelines / Rules of LGs	1000

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.3: Draft model laws for LGs**

**Narrative:** PLGs have to formulate and implement required acts and laws to perform the devolved functions effectively. Since federalism is a completely new practice in Nepal, many LGs do not have adequate capacities and experiences to develop a legal base of their own, which has resulted in difficulties toward performing their roles and responsibilities. Therefore, there is a need to support LGs in prioritizing and drafting required laws. Based on the recommendation of an interaction meeting held between the PGs and LGs, PPIU/Province-1 has planned this activity to support PGs to draft three model Acts for LGs of the province.

**Implementation Arrangement:** The PPIU/OCMCM in consultation with MoIAL, Chief Attorney Generals' Office (CAO) and LGs and concerned key stakeholders of the province will identify the priority list of model laws necessary for LGs. MoIAL and Chief Attorney General Office (CAO) will draft the 3-model act on common needs of LGs. OCMCM will hire required experts to carry out the activity. The model Acts will be further standardized by MoIAL and CAO and will be circulated to LGs for review, customization and adoption.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 1-PPIU, 3 (Model laws/acts of LGs), NPR: 900

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.4: Conduct orientation/ interaction program on law drafting for PGs and LGs**

**Narrative:** Laws, acts and regulations are key legislations for driving and operation of government entities. The law drafting process requires adequate capacity and qualification to produce practical, high quality legislation. The role of law making committees consisting of Provincial Assembly (PA) members is vital in the process. As PLGSP focuses to improve the quality of laws/acts and regulations, capacity of the law drafting and sectoral committee members of PA is needed to be enhanced. Likewise, PG officials and different sectoral committees functioning under PA are not sufficiently aware about the quality of the enacted laws/acts and regulations in the provinces. Thus, this activity is planned to enhance the capacity of the assembly members and PG and LGs officials in drafting laws through orientation, training and interactions/workshops. In addition, the Sudurpaschim province has also planned orientation events on the lawmaking process for other relevant stakeholders.

**Implementation Arrangement:** PPIUs in consultation with MoIAL, Chief Attorney General's Office and Provincial Assembly Secretariat will develop detailed concept, objectives and expected outputs of the events to be organized at province level. Higher level government officials will facilitate the events, and/or outsource the experts if needed.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	2	Orientation event	600
PROVINCE 2-PPIU	1	Orientation event	450
BAGMATI PROVINCE-PPIU	2	Training event	800
LUMBINI PROVINCE-PPIU	1	Orientation event	1000
SUDURPASCHIM PROVINCE-PPIU	2	Workshop event	500
	2	Orientation event	500

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.5: Conduct interaction program (consultative meeting) between PG and LG for identification of key laws and acts**

**Narrative:** The Constitution of Nepal has provisioned exclusive and concurrent powers to all three levels of government. In this regard, PLGs have to formulate and exercise the necessary Acts and Laws to perform the devolved functions effectively. Preparing the basic legal framework under the concurrent powers requires consultative meetings between the PGs and LGs and with the LG's Associations. The main objective is to organize consultative meetings between PGs and LGs for identifying key laws/acts necessary for functioning of PGs and LGs. There are high needs realized to support PGs and LGs to identify the key laws/acts required for strengthening devolution in the province.

**Implementation Arrangement:** The PPIU/OCMCM in consultation with MoIAL and CAO will develop the interaction meeting schedule and organize one event in Biratnagar. The facilitation of the interaction program will be carried out jointly by senior officials of CAO, MoIAL and OCMCM. The major purpose of the interaction program will be to identify the priority list of model laws that are essential in the function and ensuring intergovernmental relationships with LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 1-PPIU, 3 (Interaction events), NPR: 900

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.6: Formulate the sectoral policies of the provincial government**

**Narrative:** The PG of Province 2 has so far formulated 39 Acts for the effective functioning of provincial governance, public administration and public service delivery. While the already formulated Acts are not yet implemented due to the absence of respective regulations, there is a further need to formulate essential sectoral policies of their priority in order to implement the devolved roles and responsibilities of the PG in an effective and efficient way. Therefore, this activity will support the PG to formulate essential sectoral policies as per its needs and priorities.

**Implementation Arrangement:** PPIU will facilitate the formulation of sectoral policies by outsourcing the legal expertise in consultation with the respective province ministries and finally these sectoral policies will be endorsed by the cabinet.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 5 (Sectoral PG Policies), NPR: 1250

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.7: Conduct study to compare existing laws/acts/regulations/policies of PGs & LGs**

**Narrative:** The Acts, regulations and operational guidelines being prepared and adopted by LGs need to be monitored to provide technical inputs for making legislations clear, concise and user friendly. It is also necessary to review existing Acts and regulations adopted by LGs to ensure that their legal frameworks are in line with the national and provincial laws, systems/standards and policies. Accordingly, it is planned to support PGs to monitor and review existing acts, regulations and guidelines of LGs and provide feedback to LGs for further quality improvement of existing laws.

In Gandaki, the comparative study will focus on consistency, formatting and coherence of laws prepared at PG and LG level and to share the status of laws published in their gazette, public display, legal literacy, inclusive and active people's participation.

**Implementation Arrangement:** PPIU/OCMCM in consultation with CAO and MoIAL will identify the LGs to be visited and monitored and develop the monitoring schedule. The visiting team will be composed of high-level officials of OCMCM, MoIAL, Chief Attorney General's Office and external experts (as per need). The monitoring team will develop the visit report and provide the inputs to the concerned LGs and OCMCM.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
GANDAKI PROVINCE-PPIU	1	Study report on law comparison of PGs	1000

Output 4: Provincial governments drafted legislation in a consultative manner

**Activity 4.8: Revise and publish the model working procedure of Judicial Committee**

**Narrative:** The Judicial Committees in Province 2 need to be strengthened in terms of their technical capacities. The implementation of the model working procedure of the Judicial Committee developed by MoFAGA has not been highly effective in the context of Province 2. Therefore, this activity is planned to support the province in understanding the procedures and to contextualize the contents of the model procedure in the context of Province 2 and to publish the revised and contextualized procedure for the operation of the Judicial Committee. This will strengthen the law-making process in Province 2.

**Implementation Arrangement:** The PPIU in consultation with OCMCM will implement the activity. OCMCM in consultation with the Office of the Chief Attorney will hire an expert to facilitate the process and prepare and present the revised working procedure. The localized procedure of the Judicial Committee will be disseminated in the capacity building interventions of the Judicial Committees by the PCGG.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 1 (Revised working procedure of judicial committee), NPR: 1300

## **Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI**

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

### **Activity 5.1: Mainstream GESI in provincial government (including formulation of GESI strategy /guideline/policy and publication of the same)**

**Narrative:** The PGs need to adopt and adapt administrative systems, procedures and policies on GESI which make them accountable to the citizens and effectively mainstream GESI in overall administrative structures. The need of GESI Guidelines is realized to provide guidance on effective mainstreaming of GESI principles in all aspects of programs/plans and implementation processes in an integrated manner. GESI mainstreaming can only be fully achieved with effective governance, efficient service delivery, adequate financing and political commitment and well reflected within wider policy and institutional frameworks.

PPIUs of different Provinces intend to implement following sub-activities under this activity:

- a. Province-1, Bagmati and Sudurpaschim Province plan to formulate of GESI strategy/guidelines/ Policy of PGs
- b. Lumbini province plans to conduct GESI/GRB audits in PGs and publish the strategy and policy on GESI/GRB

**Implementation Arrangement:** The PPIUs in consultation with the OCMCMs as well as PPC and Ministry of Social Development (MoSD) will develop Concept note and ToR for guideline/strategy preparation. OCMCM will hire independent external experts. External experts will prepare guidelines in consultations with wider stakeholders. PLGSP team (PPIUs) will provide required technical and facilitation support to carry forward the activities.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PPIU	1	GESI strategy of PG	700
BAGMATI PROVINCE-PPIU	1	GESI strategy of PG	250
LUMBINI PROVINCE-PPIU	9	Provincial Ministry/Office that have GESI/GRB audited	900
SUDURPASCHIM PROVINCE-PPIU	2	GESI strategy of PGs	1000

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

### **Activity 5.3: Provide support to the Provincial Coordination Council**

**Narrative:** The Provincial Coordination Council (PCC) is recently provisioned under the Federal, Provincial and Local Levels (Coordination and Interrelations) Act, 2077, Clause 24 and 25. The spirit of this provision is to consult on the issues (dividend of resources, consultation on formulating law/act/guideline on conclusive powers, identifying strategic areas for mutual benefit, developing functional relationship & policy uniformity, resolving political as well as other issues if any) between PLGs. Besides, this council meeting would tie up the functional relationship and linkages in planning, managing development activities between the PLGs. In addition, the council is provisioned to resolve any issues in-between the PLGs. This activity will support the OCMCM, the secretariat of the PCC, to conduct the meetings effectively in setting agendas and giving resolutions. This activity will further entail other sub-activities prior to and after the PCC meetings. The PPIU will support in strengthening the PCC Secretariat at OCMCM, in drafting the agendas, implementing the decisions, finding out the common issues, strengthening sectoral committees in PG, as well as recording minutes and disseminating the decisions to all concerned stakeholders. This activity is planned to support PCC in holding meetings and implementing the decisions, including exposure visit in Province 2 and joint monitoring visits along with provincial ministries in Lumbini Province.

**Implementation Arrangement:** The OCMCM/PPIU will identify the issues/agendas to be discussed in PCC through consultations with the PGs, LGs, LGs associations and others that benefit all. In this connection, PPIU will assist the Secretariat in developing a concept note along with a cost contribution scheme and expected outcomes for the implementation of PCC decisions, for example joint working modalities between the PGs and LGs. The PPIU will assist in dissemination of the meeting minutes (decisions) of the PCC and Sectoral Committees widely to LGs and PG ministries. Further as necessary, the PPIU will support the OCMCM to conduct necessary visits and consultations with LGs and PCC members to update the status and decision execution.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	1	Exposure visit event	500
LUMBINI PROVINCE-PPIU	3	Joint Monitoring Visit	900
KARNALI PROVINCE-PPIU	1	Meeting conducted on regular basis and decision implemented	500
SUDURPASCHIM PROVINCE-PPIU	1	Meeting conducted on regular basis and decision implemented	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.4: Provide support to the Provincial Coordination Committee Meeting of PLGSP**

**Narrative:** The Provincial Coordination Committee (PCC) is formed under the chairmanship of Hon'ble Chief Minister. In the committee, 19 members including the representatives from DCC, Municipality and Rural Municipality associations, principal secretary and secretaries from PG ministries and elected representatives from LGs are nominated by the Chief Minister based on the provision of PLGSP Programme Document. PCC is the governing body of PLGSP in the province and provides strategic guidance to the PPIU and PCGG in terms of policy, contents and activities. Likewise, they are responsible to endorse the programmes, budgets and necessary guidelines and frameworks for the quality oversight of the program. This activity is planned to support holding regular PCC meetings and implement the decisions in FY 2021/22.

**Implementation Arrangement:** PPIU in coordination with PPD and Principal Secretary will prepare concepts including the agenda, schedule and updated list of members. PPIU will further facilitate to organize the meetings and informing participants including necessary logistics and event management support. The decisions of the meetings will be documented and shared with concerned stakeholders as appropriate.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	3	Meeting conducted on regular basis	900
PROVINCE 2-PPIU	3	Meeting conducted on regular basis	900
BAGMATI PROVINCE-PPIU	2	Meeting conducted on regular basis	1000
GANDAKI PROVINCE-PPIU	3	Meeting conducted on regular basis	600
LUMBINI PROVINCE-PPIU	3	Meeting conducted on regular basis	450
KARNALI PROVINCE-PPIU	3	Meeting conducted on regular basis	1200
SUDURPASCHIM PROVINCE-PPIU	4	Meeting conducted on regular basis	800

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.5: Strengthen the information management of Chhori Shhikcha Bima/ Muddati Bachat Karyakram under Beti Padhau Beti Bachau Campaign.**

**Narrative:** This specific activity is planned by Province 2 based on provincial priority and to address the specific issues of the province. Under this activity, PPIU/OCMCM will support the Beti Padhau, Beti Bachau campaign of the PG for proper and systematic data management of the girls insurance and saving accounts. The activity will also support updating and enabling the campaign in the documentation, systematic information management and follow up of other related programme activities (vital registration, school enrollment, parent education, insure girls immediate after births) and coordinate and report to OCMCM and LGs periodically.

**Implementation Arrangement:** PPIU in close coordination with OCMCM will prepare the required documents, i.e. ToR, Concept note, and detailed budget for the activity. An IT firm/ company will be hired through a transparent process following the government procurement process to develop and update Information systems. PPIU team, mainly e-governance experts, will provide the required technical support for this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 1 (Developed Information Management System), NPR: 1000

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

### **Activity 5.6: Publicize programs and progress of PG through different means of communication**

#### **Narrative:**

The Right to Information Act 2064 of Nepal has clearly mentioned that the service delivered by the government should be published every three months using different means of communication. Thus PGs have planned different activities to share and inform about their different programs, plans and progress to their citizens through different means and medium.

To deliver the service to the citizens, the governance system should be transparent and responsible. All citizens' access to information and the government's transparent approaches is very important and necessary. It is equally important and necessary to communicate about the government's plan, progress, and priorities to citizens through different communication mediums such as Radio, TV, Website, documentaries, brochures, pamphlets, etc. Thus, different provinces have planned different such activities to provide information and inform its citizens.

Lumbini Province has planned to organize "Janta sanga pradesh sarkar" - a TV program through which the PG will share their different programs, plans and progress to inform citizens. Similarly, Karnali and Sudurpaschim Provinces plan to develop IEC materials - PSAs, jingles, short movie clips, etc. to engage citizens in planning, oversight and in the decision-making process.

**Implementation Arrangement:** PPIUs will prepare detailed work plans in coordination with provincial ministries and all LGs of respective provinces. PPIUs will organize a number of interactions and meetings to discuss and finalize the overall plans and products. Qualified and competent vendors, i.e. media houses, Radios, TV, newspapers, will be selected through transparent processes to carry out this activity.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
LUMBINI PROVINCE-PPIU	4	Program Broadcast-3, janata sanga pradesh sarkar-1	2000
KARNALI PROVINCE-PPIU	5	Times	500
SUDURPASCHIM PROVINCE-PPIU	1	Published document	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.8: Update and execute accountability tools (public hearing in PG agencies/ offices) in PGs**

**Narrative:** PGs need to be more accountable towards the citizen and to maintain transparency in their overall operations and function. To maintain transparency and accountability in PG, they need to adopt different tools such as public auditing, public hearing and social auditing. As per the request from different ministries and agencies, PLGSP has planned to support in updating the guidelines and organizing a number of public hearings specially to increase people's access to information so that more people, especially women, Dalit and people from other excluded and most vulnerable communities, are engaged in the development process and to make the PGs more accountable towards the citizens.

**Implementation Arrangement:** PPIU/OCMCM through transparent process will outsource accountability experts and prepare other logistic requirements needed for organizing public hearings. PPIU in consultation with concerned provincial ministries and agencies will plan and finalize the dates, venues and other details to conduct the programs. The reports of the public hearings and social audits will be shared with concerned stakeholders and citizens.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	4	Public hearing events through improved tool	1000
PROVINCE 2-PPIU	2	Public hearing events through improved tool	500
SUDURPASCHIM PROVINCE-PPIU	2	Public hearing events through improved tool	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.10: Conduct study on implementation status of Sustainable Development Goal in province (study and support in localization process)**

**Narrative:** The 17 SDGs focus on protecting human rights and empower people with an overall goal to achieve sustainable development. The achievements of targets of all SDGs are directly related and linked with the responsibilities of PLGs, specifically with their role in delivering basic services. Thus, the three levels of governments need to integrate the SDGs into their annual development plans and budgets. For this the federal government and PGs need to take the lead role in implementation of SDG localization to achieve the progress as per GoN's commitment.

Province 1 has planned to conduct a study on the implementation status of SDGs in the province. The main purpose of the study is to identify the gaps, needs and capacities of PLGs for better localization of the SDGs. PLGSP will support the Provincial Planning Commission to conduct the study on implementation status of SDGs in the province.

In addition, PLGSP has supported PGs to develop the SDG localization guideline in fiscal year 2020/21 which needs to be implemented widely. Therefore, Province 2 plans to conduct interaction workshops with the LGs for the effective implementation of SDG localization guidelines. Similarly, Lumbini Province has planned to organize orientation to PLGs on SDG localization, while Sudurpaschim Province plans to organize a review workshop on SDG localization with concerned stakeholders at the Provincial level.

**Implementation Arrangement:** PPIU/OCMCM in coordination with Provincial Planning Commission will develop the proposals, schedules and modalities for all mentioned activities to be undertaken. OCMCM will hire external experts/resource persons through a transparent and competitive process to conduct studies, workshops, and orientations. The findings of the studies will be widely shared with concerned stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Study report SDG implementation	500
PROVINCE 2-PPIU	1	Orientation events	500
LUMBINI PROVINCE-PPIU	1	Orientation event	500
SUDURPASCHIM PROVINCE-PPIU	1	Review event	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.13: Conduct GESI/GRB Audit at PG ministries**

**Narrative:** The PLGSP aims to make sure to effectively mainstream GESI at provincial level right from the start in all governance systems, procedures and processes and at every stage of Programme implementation, monitoring/evaluation and reporting. In this context, five provinces have planned to conduct GESI audits of provincial ministries this year. GESI Audits will identify the existing gap in the policies, programmes and budgets, as well as monitoring and evaluation of the PGs and provide recommendations for the way forward to effectively mainstream GESI.

**Implementation Arrangement:** The PPIU in consultation with the OCMCM and MoSD will hire independent external experts to conduct GESI audits in identified Ministries in five Provinces as per the plan (details attached in below table). The findings of the GESI audits will be shared with different stakeholders at provincial level to sensitize the PGs for mainstreaming GESI in all aspects of the programme, including planning, budgeting, monitoring and reporting as well as in formulating policies incorporating GESI perspectives.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	4	PG ministries	600
BAGMATI PROVINCE-PPIU	3	PG ministries	450
GANDAKI PROVINCE-PPIU	2	PG ministries	300
KARNALI PROVINCE-PPIU	2	PG ministries	300
SUDURPASCHIM PROVINCE-PPIU	2	PG ministries	300

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.14: Conduct Coordination Meeting with Development Partners and other stakeholders**

**Narrative:** The participatory planning and budgeting system needs to be established and strengthened in PGs with close coordination with all concerned ministries, officials and stakeholders. Since there are various development organizations working in the different provinces, coordination is essential to avoid duplication and to harmonize development initiatives. Hence, there is a need to organize provincial coordination meetings with DPs, mainly working in governance at the province level to discuss/share their programmes, budgets, results and lessons learned. This activity is planned to conduct coordination, partnership, planning & budgeting meetings with the stakeholders working in the provinces with focus on DPs, and PLGs. It is expected that the coordination will promote cross learning, develop synergies and ensure complementarity which will lead to intensifying the impact of the interventions.

**Implementation Arrangement:** PPIU/OCMCM in consultation with PPC and other ministries will organize the coordination/planning meetings with provincial level stakeholders such as CSO, NGOs, DPs and different functional groups and collect the expectations, needs and innovative ideas for formulating annual development plans and programmes.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Coordination meeting event	500
BAGMATI PROVINCE-PPIU	2	Coordination meeting event	200
GANDAKI PROVINCE-PPIU	2	Coordination meeting event	300
KARNALI PROVINCE-PPIU	3	Coordination meeting event	300
SUDURPASCHIM PROVINCE-PPIU	2	Coordination meeting event	400

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.15: Conduct capacity building training/ interaction on GESI/ GRB for GESI focal persons of PGs**

**Narrative:** GoN has provisions of appointing dedicated GESI focal points in all government line Ministries both at federal and provincial level with the aim to implement the vision of the Constitution to promote equality, prosperity and social justice. In close coordination with the MoSD, Gender Focal Persons have been appointed in different provincial ministries, divisions and offices. Gender Focal Persons have specific GESI mainstreaming roles and responsibilities as per their approved ToRs. In order to effectively perform their roles and responsibilities, as well as to develop GESI responsive policies, plans, budgets and programmes, regular capacity development and regular meeting of Gender Focal Person are planned to ensure GESI focal points in Provinces are able to effectively perform their roles and responsibilities.

**Implementation Arrangement:** The PPIU in consultation and coordination with MoSD and PCGG will design a capacity development program plan for Gender Focal Persons. PPIU will recruit the resource person/s and conduct the programmes. Similarly, the regular meetings of GESI focal points will be organized in close coordination with MoSD and other government line ministries.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	3	Training events	750
PROVINCE 2-PPIU	1	Training events	500
BAGMATI PROVINCE-PPIU	4	2 Meetings, 1 Orientation, 1 Training	600
LUMBINI PROVINCE-PPIU	4	Training events	1600
KARNALI PROVINCE-PPIU	1	Training events (ToT)	400
	3	Training events	600
SUDURPASCHIM PROVINCE-PPIU	4	Training events	400

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.16: Formulation/Review GRB strategy/ policy of PG in consultation with different stakeholders**

**Narrative:** Gender Responsive Budgeting (GRB) and planning is about ensuring that the government budgets, policies and programs address the needs and interests of different social groups, in particular of women. GRB policies make sure that gender perspectives are well integrated into all steps of budgeting processes and subsequently in reports so that PGs categorize and allocate their program budgets to support and promote gender equality through acknowledging the different needs, priorities and experiences of women and men. In order to ensure GRB will be incorporated while making plans, policies and budgets of all PGs, GRB policy/guidelines will be formulated and implemented.

PPIU in coordination with MoSD, PPIU/OCMCM has already initiated the process of formulating GESI Policy of Province 1 with the aim to ensure that the policies, program, planning, implementation and monitoring processes of the PG will be GESI sensitive and responsive. With this background, this activity is planned to finalize the draft GESI policy. Once the GESI policy is finalized and endorsed by the cabinet, the Final GESI Policy will be published and disseminated widely. Additionally, Karnali Province is planning to review and contextualize GRB guidelines developed by the MoF.

**Implementation Arrangement:** PPIU/ OCMCM in coordination with MoSD and the Task Force will finalize the draft policies. Once the GESI policy is approved by the Cabinet, it will be published and disseminated widely.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Policy Paper, Published and disseminated	500
KARNALI PROVINCE-PPIU	1	Formulated /updated GRB Policy	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.17: Establish Case Management System for Gender Based Violence (reports to Provincial Police)**

**Narrative:** GBV is a serious violation of human rights and a life-threatening health and protection issue. According to the Central Bureau of Statistics, one in every five women aged 15 to 49 experience physical violence since the age of 15 and at least one in four married women are subjected to physical, sexual, or emotional violence by their partner in Nepal. GBV cases have been frequently reported in the districts of Karnali province. In order to effectively track and respond to the cases of GBV in all districts of Karnali Province, a case management system for tracking GBV has been planned to be established this year. The system will help to manage and track the cases and to effectively respond to the reports at the police office and track the case records at each district.

**Implementation Arrangement:** PPIU, in coordination with Provincial Police and other relevant stakeholders will gather the information required for tracking GBV cases. PPIU in consultation with OCMCM will undertake the activity through outsourcing the required consultancy service as per the GoN procurement rules.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Karnali Province-PPIU, 1 (GBV Case Management System), NPR: 800

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.18: Prepare and publish the GESI status report of PG**

**Narrative:** With an aim to provide accurate and overall status of GESI, Sudurpaschim Province plans to prepare and publish a provincial GESI status report. The GESI status report can be an excellent authentic source to provide the overall GESI status of the province so that the required policies, programmes, budgets, and overall planning can be prioritized from a GESI perspective and make the PG responsive and accountable from a GESI perspective. This GESI status report will be published and disseminated widely.

**Implementation Arrangement:** In coordination with MoSD, PPIU/OCMCM will collect the required data and prepare the overall GESI status report of Sudurpaschim Province.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Sudurpaschim Province-PPIU, 1 (Study report on GESI status), NPR: 500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.19: Conduct Outcome Assessment of CD activities**

**Narrative:** PLGSP has been implementing a number of CD activities in Province 2 through PPIU and PCGG, focusing on capacity development of PGs and LGs' elected representatives and staff. Many such CD activities have been organized through outsourcing resource persons and consulting firms as appropriate and necessary. In most of such trainings, pre-tests and post-tests have been conducted among participants to measure the effectiveness of the training delivery. However, to measure the effectiveness of training towards improving the post training performance of trainees is yet to be documented. Hence, this activity is planned to assess the outcome of CD activities organized by the PCGG and to document the effectiveness and efficiency of the CD activities with an aim to improve the content, processes and modalities of the future CD activities.

**Implementation Arrangement:** PPIU in consultation with OCMCM/PPD will develop concept notes of this activity and hire consulting firms/individuals through a competitive process. Based on the concept note, PPIU will prepare a detailed ToR to hire consulting services to conduct the study. For the quality oversight of the study, PPIU and OCMCM will provide regular inputs and guidance to the consulting firm/consultants as per the requirements.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	2	Assessment report on CD activities	500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.20: Conduct Management audit of PG ministries**

**Narrative:** Management audit is taken as a new concept in public administration to assess, review and address management policies, functions, structures and dimensions for the sake of fulfilling the objectives of the organizations. In Gandaki Province, the management audit guidelines have been formulated already and this activity is planned to conduct a management audit as per the guidelines for the PG ministry.

**Implementation Arrangement:** PPIU/OCM will develop concept notes and ToR for hiring the consultant to carry out the activity. OCMCM will select the PG ministry to conduct a management audit and the consultant to carry out the activity. Reports will be shared with higher authorities and receive feedback to ensure the quality of the work done.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PPIU, 1 (PG Ministry), NPR: 200

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.21: Organize training on Social Accountability Promotion tools to PG Ministries**

**Narrative:** A Social Accountability Guideline has been developed with the support from PLGSP to ensure mainstreaming of social accountability in PG ministries and agencies' programmes and projects. This year, Gandaki Province is planning to organize trainings/orientations on this guideline for the officials of PG Ministries.

**Implementation Arrangement:** PPIU/OCMCM in coordination with relevant ministries will implement the activity. OCMCM will hire third party consulting services to conduct the activity through a transparent process following GoN's regulation.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PPIU, 2 (Training event), NPR: 500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.22: Client Satisfaction survey of PG implemented project (any one -Transportation/Health/Cottage)**

**Narrative:** After the implementation of the federal system, PGs have been providing a number of services to the citizens based on the provision of the constitution. Out of them, the services related to transportation, health and cottage are widely performed by the provincial ministries and constituent offices located in the districts/local levels. With this background, Bagmati Province intends to know the perceptions, opinions and feedback of citizens through a client satisfaction survey in one of the service areas; transportation, health and cottage industry. The findings of this survey, will provide fruitful insights to the PG to further improve the service delivery to the satisfaction of their citizens.

**Implementation Arrangement:** PPIU in consultation with OCMCM/PPD will develop a concept note of this activity to hire consulting firms/individuals through a competitive process. Based on the concept note, PPIU/OCMCM will prepare a detailed ToR to hire consulting services to conduct the study. For the quality oversight of the study, PPIU and OCMCM will provide regular inputs and guidance to the consulting firm/consultants as per the requirements.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Bagmati Province-PPIU, 1 (Survey report on client satisfaction), NPR: 500

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.23: Organize joint monitoring visit of PCC members/ Provincial Monitoring and Evaluation Committee to PLGSP areas**

**Narrative:** The Provincial Coordination Committee (PCC) in Province 2 chaired by the Chief Minister has been formed as per the Programme Document of PLGSP and is functional and has been providing strategic guidance to PLGSP since its establishment. The PG has also developed the Provincial Monitoring and Evaluation (M&E) Guideline – 2076, which is a fundamental document to institutionalize monitoring and evaluation systems in the province. The guideline has envisioned a nine-member Provincial Monitoring and Evaluation Committee chaired by the Chief Secretary of the OCMCM. Therefore, this activity will support to (i) conduct a monitoring visit of the PCC members to assess the programmatic implementation and provide feedback to the PLGSP management, (ii) conduct a monitoring visit of the Provincial Monitoring and Evaluation Committee as stipulated in the Provincial M&E Guideline, and (iii) conduct a joint monitoring visit of the PCC and the Provincial Monitoring and Evaluation Committee to monitor the effectiveness of the public services and development interventions and make recommendations as needed.

**Implementation Arrangement:** The PPIU will coordinate with the PCC and organize PCC monitoring visits at least twice a year. PPIU will work closely with the OCMCM for the identification of the activities/projects under different ministries to be monitored and commence monitoring visits, organizing the monitoring visit of the Provincial Monitoring and Evaluation Committee at least once a year. PPIU will also coordinate for the joint monitoring visit of the PCC and the Provincial Monitoring and Evaluation Committee on bi-annual basis.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 1 (Joint monitoring event), NPR: 300

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.24: Organize orientation on Provincial Poverty Reduction Strategy Paper to provincial officials and representatives, and publish the strategy paper.**

**Narrative:** Towards reducing the poverty of people in Province 1, the Provincial Planning Commission prepared Provincial Poverty Reduction Strategy Paper in FY 2020/21 with PLGSP support. The Strategy Paper is approved by the provincial cabinet. To bring it into action, an orientation on the strategy is required for the PLG officials and representatives. The key purpose of the orientation will be to ensure that all concerned stakeholders have a clear and consistent understanding on the Poverty Reduction Strategy Paper which will enable them to plan and implement poverty reduction initiatives. PLGSP will support the organization of the orientation program for PLG officials including publishing and dissemination of the Strategy Paper.

**Implementation Arrangement:** The Provincial Planning Commission in coordination with PPIU/OCMCM will develop an orientation schedule and organize events for PLG officials and representatives. OCMCM will publish the documents and disseminate to all stakeholders including LGs, PGs and other stakeholders at provincial and local level.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 1-PPIU, 1 (Orientation event), NPR: 600

Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI

**Activity 5.25: Conduct Organization and Management study of PG and produce report**

**Narrative:** Provincial administrative mechanisms are still a new practice in Nepal. The constitution has provisioned these structures with certain concurrent and exclusive powers. Therefore, a systematic study of organizational structures, responsibilities, procedures, management and controls could guide the organization towards assuming the devolved functions and attaining its organizational aims. Based on this principle, the PG has conducted O&M surveys of Provincial Ministries and entities. The final report of the O&M is likely to be received within the fiscal year 2020/21 and implemented from fiscal year 2021/22.

**Implementation Arrangement:** The OCMCM/PPIU will develop a ToR to outsource the expertise for conducting O&M Study of LGs. Based on the ToR, a suitable service providing agency/firm will select and conduct the O&M. The service providing agency/firm will be asked to present the study report and incorporate the valid comments and inputs. The GoN Procurement Act will be followed throughout the process.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Lumbini Province-PPIU, 1 (Study Report of 9 provincial ministry/ office), NPR: 1000

## **Output 6: PGs manage provincial public administration functions more effectively.**

Output 6: PGs manage provincial public administration functions more effectively.

### **Activity 6.1: Strengthen IT based information management system in PGs**

**Narrative:** Optimum use of IT in public service delivery is the national as well as provincial policy and the need for quality and transparent services. This would not only enhance public services, but also reduce the cost of services, save time and build trust over the development administration. The cabinet process of the Provincial Council of Minister will be systematized in a changed context.

Province 2 intends to improve the existing office automation system by introducing cabinet automation and other modules. This activity aims to increase the use of IT applications through enhancement of the existing office automation system. The office automation system includes automation of Darta Chhalani, Document Management system, apart from basic admin modules like User, log and Process management. Cabinet Automation module is planned along with other modules as per discussion with OCMCM. This activity is the enhancement of the existing Office Automation system for addition of new modules.

Bagmati Province and Karnali Province in coordination and consultation with OCMCM will outsource IT support for PG ministries to provide technical backstopping, support to PGs with regards to use of IT tools for effective and efficient service delivery, develop/update various systems, and provide technical orientations.

Gandaki Province in the last FY (20/21) has completed development of the provincial e-governance master plan, which has proposed various ICT initiatives in provincial governance. Therefore, Gandaki Province plans to support two provincial offices in automation and digitization of service delivery- one system for the transport management office (allocated NPR 3000) and another system for the office of the cottage and small industry (allocated NPR 1000).

Lumbini Province intends to establish a network group of IT personnel to enhance the knowledge and effective use of IT. Consultation workshops at province level will also be conducted and orientation programs will be organized.

Sudurpaschim Province has planned to support in developing the data management and integration system/arrangements at OCMCM with a dedicated station ('Action Room') which is expected to be significant in the present context of the COVID-19 pandemic, e-administration and response system for several crucial decision-making and service delivery activities. PPIU will also develop an e-cabinet system for the Council of Ministers' meetings which will facilitate

sharing the crucial agenda of the meetings beforehand to all ministers and relevant officials to support better preparation. This system further facilitates smooth organization of the meeting, recording and sharing of agendas and decisions, timely note-taking and reporting, etc.

**Implementation Arrangement:** PPIUs in consultation with OCMCM will undertake the activities through outsourcing the required consultancy service as per the GoN procurement rules. ICT experts of provinces will provide technical support to these activities.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	1	System	2000
BAGMATI PROVINCE-PPIU	7	PG ministries and offices	2520
	13	PG agencies	1950
GANDAKI PROVINCE-PPIU	2	Systems	4000
LUMBINI PROVINCE-PPIU	1	Workshop/Interaction	300
KARNALI PROVINCE-PPIU	7	Ministry and Offices	2520
SUDURPASCHIM PROVINCE-PPIU	2	System and ICT support	2500
	1	Websites	500
	1	System	1000

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.3: Update of provincial ministries websites and create centralized provincial portal**

**Narrative:** PLGSP has supported development and operationalization of content management system (CMS) based websites, with a common template for OCMCM, provincial ministries and other PG agencies. Provincial staff are yet to be oriented on the website operation, and provincial offices want to re-configure and redesign the website to meet their customized needs. With this activity, the PG plans to continue the operation of the website, however by upgrading, enhancing, customizing, redesigning and revising the websites as per their customized needs, and provide technical orientation to their staff. A common centralized portal will also be created wherein centralized data of Provincial agencies would be available.

**Implementation Arrangement:** PPIU in consultation with OCMCM will undertake the activity through outsourcing the required consultancy service as per the GoN procurement rule. The IT section of OCMCM and the IT expert will assist PGs and other agencies to complete the work.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 1 (Updated website), NPR: 1000

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.6: Establish and operationalize E-Attendance system in LGs.**

**Narrative:** To enhance the personal record system, digital attendance is one of the important tools. E-attendance has been common these days but many PLGs still lack this facility. Thus, it is planned to introduce an e-attendance system with an integrated attendance dashboard (graphical presentation of staff attendance) which will create a conducive environment to monitor the attendance of the staff and relate it to their payment and performance improvement. Moreover, this will support them to take timely actions, decisions and improve service delivery.

**Implementation Arrangement:** The OCMCM/PPIU will first survey the status of E-Attendance implementation at LGs of Province 2. The IT Expert of the PPIU will prepare a specification of E-attendance equipment and accessories. OCMCM/PPIU will purchase the equipment/accessories, install it, and orient the responsible staff members for its smooth operation of E-Attendance systems.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PPIU, 32 (LGs to establish e-attendance system), NPR: 1600

Output 6: PGs manage provincial public administration functions more effectively.

### **Activity 6.11: ICT Support to Provincial Agencies**

**Narrative:** Newly formed provincial agencies need support to strengthen their internal efficiency as well as service delivery. For this, firstly they need support on ICT.

Province 1 plans to improve the service delivery of Provincial Public Service Commission (PPSC) by digitizing the traditional approach of service delivery mechanisms, with necessary ICT infrastructure (Desktop computers, heavy duty printers and photocopy, CCTV, Digital Notice Board, scanners, etc.). The province also plans to establish an Office Automation System (OAS), in all provincial agencies, by hosting the system in its new server, and establishing ICT infrastructure (firewall, switch, VPN).

Province 1, Karnali and Sudurpaschim Provinces will also support PPSC by developing a web-based application system which will have provisions to upload vacancies, register candidate profiles, upload necessary academic documents, apply for vacancies, print vouchers, print admit cards and pay fees through e-payment. This system will be integrated with the Nagarik App, so that any citizen can register/apply on the system using the Nagarik App. PPIU Lumbini intends to support the PPSC to develop a state-of-the-art computer lab which will be used for future computer related exams and other related work. Karnali Province plans to support PPSC in developing different ICT guidelines, formats and frameworks including strategies and policy papers.

**Implementation Arrangement:** PPIUs in coordination with PCU and provincial agencies will identify the needs and prepare necessary specifications of support. OCMCM will follow the government procurement guideline and hire consultancy support in procurement of the identified service, ICT infrastructure and software system (along with a dedicated support team (24x7) in the system).

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PPIU	6	Provincial agencies with OAS	1200
PROVINCE 1-PPIU	1	IT support	1000
LUMBINI PROVINCE-PPIU	1	Agency	2000
KARNALI PROVINCE-PPIU	1	Guidelines	400
KARNALI PROVINCE-PPIU	1	System	1000
SUDURPASCHIM PROVINCE-PPIU	1	System	1000

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.14: Organize capacity development training to PG staffs**

**Narrative:** Institutional strengthening of the government under the federal system is one of the main objectives of the PLGSP. This can only be achieved if the officials working in the PG institutions are aware of the areas and scope that comes under organizational development.

Province 1 plans to deliver capacity building training for PG staff on the basic concept of the organization development, scope and processes.

Province 2 plans to deliver training on use of IT applications, website update, GIS technology, e-service delivery, e-governance implementations, data management and security, and other ICT tools to IT Officers and Computer Operators of PG ministries and agencies.

**Implementation Arrangement:** PPIU/OCMCM will organize a meeting of PG officials to identify training needs of provincial staff. PPIU/OCMCM will identify and outsource experts from CDMIS and develop the training content and schedule. PPIU/OCMM will then organize events in coordination with different ministries. Some sessions will also be facilitated by high level PG and Federal Ministry officials.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	3	Training event	900
PROVINCE 2-PPIU	2	Training event	900

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.15: Strengthen internal control system of PGs (revise ICS guideline)**

**Narrative:** As per the provision in the Financial Procedure and Accountability Act 2074 (clause 31), all PLGs are required to establish and manage internal control systems. The PGs still have not completed the establishment of systems and tools for administrative management. To assist the PGs to perform their functions transparently and effectively, internal control systems are needed to be established in their administrative system. It will promote good performance in the annual audit and financial controlling system of any entity. The PG of Province 1 has prepared an internal audit guideline 2076 and has been implementing it since its approval. Since it is in the implementation, PTCO demanded PLGSP to provide support to revise the directives for its better delivery and operationalization of PG ministries and agencies.

Thus, it is planned to support PG to review/revise existing Internal Control Guidelines and audit directives in Province 1, to develop a guideline in Province 2 and Karnali Province, organize orientation in Gandaki and Lumbini Provinces, and develop guideline and orient in Sudurpaschim Province. This activity when implemented by PGs will contribute to make the institutions more functional and transparent with better financial discipline.

**Implementation Arrangement:** The PPIUs in consultation with the PFCGO, and Provincial Treasury Comptroller Office will carry out the activities including proposal preparation, drafting ToR, outsourcing experts or mobilization of task groups, quality assurance of the processes and products. Several workshops and meetings will be organized while implementing the activity. The revised guidelines and outputs of the events will be shared with relevant ministries and agencies at provincial and federal level before approval.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Revised guideline	800
	1	Revised internal audit directives	500
PROVINCE 2-PPIU	1	Prepared guideline	700
GANDAKI PROVINCE-PPIU	1	Orientation event	200
LUMBINI PROVINCE-PPIU	1	Orientation event	500
KARNALI PROVINCE-PPIU	1	Orientation event	500
SUDURPASCHIM PROVINCE-PPIU	2	Guideline (1), Orientation event (1)	500

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.19: Strengthen local governance program through mobilization of experts  
(Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)**

**Narrative:** The outbreak of COVID 19, has highly affected development efforts in all sectors. Particularly, poor, daily wage labor and unemployed youths of rural and urban areas are badly affected by the COVID-19 pandemic. The PLGs have limited human resources to manage this crisis. Hence, it seems that the unemployment condition will continue to worsen in the country and the PLGs face shortage of human resources to respond to the changed situation. Taking the situation into account, Gandaki and Lumbini Provinces have planned to mobilize university youths/experts in various sectors (Agr/Veterinary/Engineering) to address the issue of unemployment and also contribute in business continuity with quality service delivery to citizens in post COVID-19 situations.

**Implementation Arrangement:** PPIU/PCGG in consultation with OCMCM, following the GoN policy and norms in mobilizing volunteers, will select university graduates/experts and mobilize them for specific objectives. PPIU/PCCG will provide backstopping support, mentoring and coaching to volunteers. Experts will be mobilized through PPIU in coordination with PCGG.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

- Gandaki Province-PPIU, 100 (Mobilized experts in various relevant areas), NPR: 10000
- Lumbini Province-PPIU, 10 (Volunteers), NPR: 3600

Output 6: PGs manage provincial public administration functions more effectively.

### **Activity 6.20: Prepare E-Governance Master Plan of PG**

**Narrative:** The National e-Governance Master Plan (e-GMP) for Nepal was developed in 2007 and revised in 2015. With the country adopting federal administration, now the national level plan and policies also need to be localized at provincial and local levels. The provinces plan to formulate e-governance master plans as a comprehensive approach with initiatives of setup and expansion of infrastructure, connectivity, tools and systems at and beyond provinces with the objective of improving efficiency in service delivery. As the PGs are recently constituted, there are many areas and opportunities for PGs to adopt, develop and implement ICT and e-Gov tools for betterment of their services. Since the PLGSP aims at modernizing the PLGs and public administration, PLGSP/PPIU will support/facilitate the PGs through OCMCM to develop the provincial e-governance master plans this year. These Plans are expected to contribute to make PGs' services accessible and affordable to the public and at the same time promote transparency and accountability of the PGs to the citizens.

The e-Governance master plans for provinces will be prepared by Province 2, Bagmati Province and Sudurpaschim Province.

**Implementation Arrangement:** The PPIU in consultation with the OCMCM as well as provincial ministries will implement the proposed activity. A series of consultative workshops/interactions will be organized to discuss and finalize a framework for the e-gov master plans for the PGs. PPIU in consultation with OCMCM will undertake the activity through outsourcing the required consultancy service as per the GoN procurement rule. The IT section of OCMCM and the hired IT expert will assist PGs to complete the work. PPIU further will communicate and coordinate with DoIT and National Information Technology Centre (NITC) as necessary, in consultation with OCMCM and MoFAGA/PCU.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	1	e-governance master plan	2000
BAGMATI PROVINCE-PPIU	1	e-governance master plan	2000
SUDURPASCHIM PROVINCE-PPIU	1	e-governance master plan	1500

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.21: Prepare Fiduciary Risk Reduction Action Plan (FRRAP) in PG**

**Narrative:** A fiduciary risk is the risk that funds are not used for their intended purpose, do not achieve value of money, do not produce their expected results or are not properly accounted for. A fiduciary risk reduction action plan is necessary to identify the tasks and activities involved in addressing the public financial management reform initiatives and in mitigating the fiduciary risks associated with day to day operation. Thus, it is planned to introduce FRRAPs prepared by MoFAGA for PLGs. The PGs will review and adapt the national FRRAP to its context with PLGSP support.

**Implementation Arrangement:** The PPIU/OCMCM in close coordination with Provincial Finance Comptroller's Office and OCMCM, will organize orientation on FRRAP based on Model Fiduciary Risk Assessment guideline 2077 under technical leadership of MoEAP and PFCGO. The PPIU/OCMCM will hire a consulting service to facilitate the process and prepare the provincial action plan, PPIU/OCMCM will monitor and ensure the quality of the FRRAP for the province.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Sudurpaschim Province-PPIU, 1 (FRR Action Plan), NPR: 500

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.22: Organize orientation on Fiduciary Risk Reduction Action Plan (FRRAP) for PGs**

**Narrative:** A fiduciary risk is the risk that funds are not used for their intended purpose, do not achieve value of money, do not produce their expected results or are not properly accounted for. A FRRAP is necessary to identify the tasks and activities involved in addressing the public financial management reform initiatives and in mitigating the fiduciary risks associated with day to day operation. Thus, it is planned to introduce a FRRAP prepared by MoFAGA for PLGs through orientations.

**Implementation Arrangement:** The PPIU/OCMCM in close coordination with Provincial Finance Comptroller's Office and OCMCM, will organize orientation on FRRAP based on Model Fiduciary Risk Assessment guideline 2077. Under technical leadership of MoEAP and PFCGO, the orientation programmes will be organized for provincial ministries and agencies staffs. PPIU/OCMCM will monitor the process and ensure the quality of the work to be done.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Orientation event	500
PROVINCE 2-PPIU	2	Orientation event	400
BAGMATI PROVINCE-PPIU	1	Orientation event	500
GANDAKI PROVINCE-PPIU	1	Orientation event	300
LUMBINI PROVINCE-PPIU	1	Orientation event	700
KARNALI PROVINCE-PPIU	1	Orientation event	500
SUDURPASCHIM PROVINCE-PPIU	1	Orientation event	200

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.23: Conduct study on effectiveness of procurement process in the construction works through the users committee, governance issues, SuTRA, feasibility of data center, revenue**

**Narrative:** Governance issues: Nine municipalities/rural municipalities of Province 2 did not conduct their municipal assemblies in 2020 and were unable to present their budgets for the fiscal year 2077-78 BS. Therefore, this activity is planned to undertake a study of the LGs which did not conduct their municipal assemblies last year and study the reasons behind and the status of the governance system for the improvement. This activity is planned by Province 2.

Feasibility of data center: The GoN central datacenter is established in the Ministry of Home Affairs, Singhadurbar (GIDC). With the country adopting federal administration, now the national level plan and policies also need to be localized in provincial and local contexts. The provinces plan to establish Provincial Data centers with initiatives of setup and expansion of infrastructure, connectivity, tools and systems at and beyond provinces with the objective of improving efficiency in service delivery, data management and data security. This activity is planned by Province 2.

Revenue potential study is instrumental in raising revenue sources of the PG. This activity is planned by Gandaki Province.

**Implementation Arrangement:** The PPIU in consultation with the OCMCM, PCGG, Provincial Treasury Controller Office, IT section, MoEAP, CSO, PLGs, federal ministries and agencies as appropriate will carry out the activities including drafting ToR, hiring consultants as per the GoN's procurement rule. Additionally, PPIU will provide orientation to experts before deploying them in the PG and LGs and assure the quality of the work done.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PPIU	1	Study report on governance issues of LGs	500
	1	Study report feasibility of data center	1000
GANDAKI PROVINCE-PPIU	1	Study report on revenue of PGs	2000

Output 6: PGs manage provincial public administration functions more effectively.

#### **Activity 6.24: Develop digital database system for PGs**

**Narrative:** Data and information management system is vital for the PGs which helps to develop citizen centric legislations, policies, strategies, plans and programs. For the government, statistics are more connected with framing policies, plans, resources mobilization, service delivery, etc. and measuring their needs, effectiveness and progress. They also help governments in data driven development and improve their policies and interventions as well characteristics of good governance and efficient public administration.

Province 1 in coordination with Provincial Planning Commission (PPC) will support establishment of data and information collection and management systems. The Province also aims to update the province portal that integrates the whole source of information and services like news/notices, acts/regulation, bolpatra, socio-economic info, e-services, GIS based interactive maps, elected representative profile, etc. through use of Application Programming Interface.

Bagmati Province plans to develop a conceptual framework, documentation and demo of digital profile in this fiscal year. This will be guiding documentation based on which digital profile development can be carried out in the next fiscal year.

Sudurpaschim Province will develop a digital provincial profile to help the PG, especially the Policy and Planning Commission in effective and efficient planning and budgeting.

**Implementation Arrangement:** PPIU/OCMCM in consultation with PPC and other agencies will develop the proposal and ToR to outsource consulting firms. OCMCM will lead the administrative and financial procedures and provincial agencies will take lead roles in technical aspects such as developing and updating components and layout of the program. As per the need, OCMCM and PPC will organize orientation programs to orient officials. The quality monitoring will be conducted jointly with PPC.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Digital database system on social development	2500
PROVINCE 1-PPIU	1	Upgraded Province Portal	1000
BAGMATI PROVINCE-PPIU	1	Digital database system	500
SUDURPASCHIM PROVINCE-PPIU	1	Digital database system	500

Output 6: PGs manage provincial public administration functions more effectively.

### **Activity 6.25: Support PGs on preparation of plans**

**Narrative:** Gandaki Province has prepared its first five-year periodic plan and SDG localization plan, but has not yet prepared the CD plan. Hence, the PG plans to prepare a CD Plan for the PG.

In Sudurpaschim Province, the Provincial Policy and Planning Commission (PPPC) was recently formed (January 2021), hence there is a need to provide further support to its effective establishment and operation. PPPC is primarily responsible for formulating effective planning to bring prosperity and development in the province and for the people. In the context of annual planning exercise in the province, PPPC envisions preparing the multiyear (5 years) plan in line with the federal level along with preparing the provincial long-term development vision. In this regard, PPPC has been preparing a foundation paper for five years and long-term plans and hence the PLGSP/PPIU has planned to support in the process of finalization. It not only supports PPPC in the planning process, but the PLGSP/PPIU will have a unique opportunity to contribute in development and prosperity initiatives in the province and for the people.

**Implementation Arrangement:** The PPIU, in consultation with PPPC, OCMCM, NPC, PCU, PCGG etc., will support PPPC in formulation of the Five-Years Plan by providing in-house and external expert-services, facilitation for stakeholder consultations and acquired relevant good practices and learnings from the federal and other provincial experiences. Similarly, OCMCM/PPIU in consultation with relevant ministries and agencies will prepare the CD plan of the PG.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
GANDAKI PROVINCE-PPIU	1	CD Plan of PG	1000
SUDURPASCHIM PROVINCE-PPIU	1	Periodic plan of PG	2000

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.26: Organize joint monitoring/ follow up visit to monitor the activities PG (OCMCM, PLGSP and PG ministries)**

**Narrative:** Routine monitoring/follow-up visits to gather relevant information about the progress of the program implementation as well as to provide the timely feedback for the improvement is important for all programs. OCMCM and relevant PG ministries/institutions are also interested to observe how the field activities are going on and what are the initial feedback of actual beneficiaries upon the implemented activities in terms of effectiveness and initial impressions. Hence, joint monitoring/follow-up visits have been planned for the officials of PGs and PPIU to observe the implemented activities and collect initial feedback of the beneficiaries. This is expected to promote learning and improvement in the programme implementation.

**Implementation Arrangement:** PPIU in consultation with PPD/OCMCM will organize joint monitoring visits – including sites, participants and detailed schedules.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PPIU	1	Monitoring visit event	500
SUDURPASCHIM PROVINCE-PPIU	3	Monitoring visit event	600

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.27: Strengthen Local Governance by mobilizing legal mentors to support Judicial committee**

**Narrative:** The Judicial Committees in Karnali Province need to be strengthened in terms of their technical capacities. The implementation of the model procedure developed by the MoFAGA for the operation of the Judicial Committee has not been effective as expected in Karnali Province. Therefore, legal mentors have been proposed to provide legal support to the judicial committees. This activity will help to strengthen the judicial functions of LGs leading to effective judicial services to the citizens.

**Implementation Arrangement:** PPIU/OCMCM will implement the activity. PPIU, in consultation with the Office of the Chief Attorney, will recruit legal mentors through a competitive process and those legal mentors will provide technical guidance to the members of the Judicial Committee. PPIU will select the LGs to deploy in a transparent way, monitor and report the work of mentors at the selected LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Karnali Province-PPIU, 10 (LGs with a legal mentor), NPR: 3600

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.28: Organize a workshop on strengthening intergovernmental relations, coordination and collaboration for federalism implementation**

**Narrative:** The foundation of the federal system in Nepal is based on cooperation, coordination and coexistence among three tiers of governments. To implement this basic principle of coordination and cooperation, a number of interactions and consultations will be required among the three levels of the governments. This activity is planned to explore an opportunity for an open discourse among the representatives of all tiers of governments and officials as well as other stakeholders especially on the part of strengthening the intergovernmental relations, coordination and collaboration for successful federalism implementation as envisioned by the constitution.

This workshop will also bring together all relevant stakeholders to openly discuss the learnings and experiences of federalism implementation for more than three years in the province/country, along with interconnected issues, challenges and ways forward in relation to inter-governmental relations and coordination.

**Implementation Arrangement:** The PPIU, in consultation with OCMCM and PCU/MoFAGA will develop a detailed concept paper on the workshop agenda including process, participants, guest speakers etc. PPIU will document and disseminate the proceedings of the workshop for sharing at a wider level.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Sudurpaschim Province-PPIU, 1 (Workshop events), NPR: 500

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.29: Organize in-country experience sharing visit for the PG officials**

**Narrative:** In- country experience sharing/cross-learning visit is considered an opportunity for the provincial coordination committee (PCC) members as well as OCMCM officials and PLGSP TA team to learn from other PLGSP implemented provinces. They can observe, interact and share with each other and learn about best practices that can be adapted and rolled-out later in their context. In addition, the visit will enable PCC/PGs officials to develop horizontal linkages and coordination promoting cross learning for improved performance.

**Implementation Arrangement:** PPIU together with OCMCM will explore possible areas for the visit in consultation with PCC/PGs officials. PPIU further communicates and coordinates with PCU and PPIU of the host province as the destination is identified. PPIU will prepare a detailed proposal with clear objectives of the learning through exchange of experiences and documentation to share widely.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PPIU	1	Visit event	500
SUDURPASCHIM PROVINCE-PPIU	1	Visit event	600

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.30: Organize consultations/ interactions workshop at PG**

**Narrative:** Bagmati Province plans to organize trimester/semi-annual/annual progress review/ planning meetings including PPD/PPM/ED at PG level, which will help understanding strengths, problems, challenges and areas to improve during the actual implementation, and to share the actual field experiences with senior management. Bagmati Province also plans to organize a pre-planning meeting with OCMCM, ministries and other relevant stakeholders to set out possible activities of PPIU and PCGG in FY 2079/80 based on the needs and priorities of those stakeholders. This will reduce the duplication of activities among different stakeholders, search new avenues of interventions (innovation) and to gain their buy-in in the activities for timely execution. This will also help to allocate their resources to other priorities in the respective ministries.

Lumbini Province plans to conduct interaction workshops on public policy formulation with provincial stakeholders to avoid duplication, improve coherence, strengthen implementation and ensure equitable benefits to all social and economic groups in the community.

Karnali Province intends to conduct consultative workshops among IT officers from PLGs in coordination with the IT section of OCMCM, as the new technological tools are being developed and sharing of knowledge about such tools will enhance the capacity of IT personnel.

**Implementation Arrangement:** The PPIU/OCMCM in consultation with relevant PG agencies to identify needs, develop the training/orientation schedule. Under leadership of relevant agencies, the workshops will be conducted. For the pre-planning meeting, PPIU in coordination with OCMCM will organize a one-day pre-planning meeting with OCMCM, PG ministries, representatives from LGs and representatives from DPs working in the province.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PPIU	2	Review meeting event	400
BAGMATI PROVINCE-PPIU	1	Pre-planning meeting event	150
LUMBINI PROVINCE-PPIU	3	Interaction event	1500
KARNALI PROVINCE-PPIU	2	Meeting event (PG, LG)	200

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.31: Conduct orientation on updated online Monitoring System**

**Narrative:** Information, communication and technology has great potential to improve rapid service delivery, transparency and citizen engagement to the government. In this context, OCMCM in support of PLGSP developed and initiated an Online Monitoring System. The system tracks physical and financial progress of each ministry as specified in the action plan and keeps track of implementation of plans and projects of the PG. Effective operation of this system is not yet realized as the officials/staff of the PG ministries do not have adequate knowledge and skills to operate it. Thus, this activity is planned to organize an orientation on the online monitoring system to concerned staff of PGs for the effective and efficient implementation of the system in all concerned offices. Having the system operated effectively, the information-based decision-making and improvement process in the programme implementation will be strengthened in the PGs.

**Implementation Arrangement:** OCMCM/PPIU in consultation with relevant ministries and the Provincial Planning Commission will implement the activity. PPIU will develop concept notes and ToR to hire resource persons to facilitate the orientation.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PPIU, 1 (Orientation event), NPR: 200

Output 6: PGs manage provincial public administration functions more effectively.

### **Activity 6.32: Conduct capacity development activities on different thematic areas for PGs**

**Narrative:** Province-1 plans the following activities to be implemented in 2021/22:

#### **Workshop on Provincial planning and budgeting system:**

The Provincial Planning Commission of Province 1 has developed and implemented a five-years Periodic Plan, MTEF and provincial planning guidelines. However, synchronization of annual plans and programs with Periodic Plans and MTEF can be further improved. As per the demand from PPC and MoEAP, PLGSP has planned a workshop on provincial planning and budget system to enhance the capacity of officials of the PG and its agencies. The workshop is expected to present and share the basic principle, processes and other requirements for the effective Planning and Budgeting System, thereby enhancing the capacity of PG staff on the planning and budgeting system of the province.

#### **Training on ICT tools and trends**

Optimum use of IT in public service delivery is the national policy and the need for quality and transparent services. PGs are gradually moving towards digitization with the vision of Digital Pradesh. The concept of IT based service delivery is being realized by PG ministries. Use of IT applications including office automation, online service of transport department, online service of provincial public service commission is in pipeline to come into practice. This activity also aims to enhance the technical capacity of IT Officers, Computer Operators and other staff of Provincial Ministries.

#### **Workshop on Audit arrears**

At present, internal controls and audits are yet to be implemented effectively in LGs. Furthermore, the public expenditure management system in the PG is yet to become functional to control audit arrears. This activity also aims to orient the PG officials on this aspect through workshops where present practices, shortcomings and ways forward will be presented and discussed among the key stakeholders at the province.

#### **Drafting policy/strategy papers on prioritized areas.**

The PGs need to come forward with strong policies to improve sector specific interventions for improved services to the citizens. The PG has not yet been able to identify strategically important areas where policies and strategies are needed to execute for sector specific development interventions. The capacity of the PG to formulate policies is an important issue due to which even already developed policies are still not effectively implemented to support the provincial ministries and agencies in developing the policies/strategies in the prioritized areas.

**Implementation Arrangement:** The OCMCM/PPIU in coordination with PTCO, PPC, line ministry, OAG, FCGO, and other stakeholders as appropriate, will implement his activity. OCMCM will hire

a consultant to conduct the proposed activities. Content will be prepared based on the standard norms, to be approved by the OCMCM. PPIU will provide the technical support and assure the quality of the work done/products delivered.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	Workshop event	500
	1	Training event	500
	2	Workshop event	800
	1	Policy/ strategy paper	1100

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.33: Develop and operationalize integrated information portal of LG government at province level.**

**Narrative:** This activity aims to integrate the whole source of information and services provided by PGs through use of Application Programming Interfaces (API) and integrates in a single portal. Information like news/notices, acts/regulation, bolpatra, socio-economic info, e-services (PPSC online service, Department of Transportation Management (DoTM) online application), GIS based interactive maps, elected representative profile and other relevant information will be used for integration in a single portal.

**Implementation Arrangement:** PPIU/OCMCM in coordination with PG ministries, Provincial Planning Commission, NPC, Central Bureau of Statistics, and MoFAGA will identify the possible sources of information and services relevant to the Province to integrate in a single platform. A consulting firm will be hired to upgrade the existing province portal.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Lumbini Province-PPIU, 1 (system), NPR: 1000

Output 6: PGs manage provincial public administration functions more effectively.

**Activity 6.34: Develop and operationalize Monitoring and Evaluation Guideline for OCMCM**

**Narrative:** Monitoring and evaluation is an integral part of the programme and budget planning and implementation. Although the annual programme planning and budgeting has become a regular practice of the PG, the monitoring and evaluation part is still weak as they lack capacity to develop a monitoring and evaluation plan. This activity is planned to develop monitoring and evaluation guidelines for OCMCM to systematically carry out results-based monitoring and evaluation.

**Implementation Arrangement:**

OCMCM/PPIU will implement this activity by hiring a consultant. PPIU will prepare the necessary documents and assure the quality of the work done.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Karnali Province-PPIU, 1 (Prepared Guideline), NPR: 1000

## **Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.**

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

### **Activity 7.1: Renovate physical infrastructure of PCGG**

**Narrative:** Existing buildings where PCGGs are stationed need renovation. Currently, most of the training halls, hostels, canteen, staff residences and office buildings are in deplorable conditions. Under this initiative, renovation of the existing infrastructures will be carried out to make them operational. It was agreed in the previous year to renovate and new construction of the PCGG building, but could not be implemented fully as the ASIP revision took longer time. Thus, only the renovation is planned for the 2021/22 within the agreed budget line.

**Implementation Arrangement:** PCGG in close coordination with OCMCM will follow the standard open bidding process to select the construction firms to carry out the renovation work. PCGG will prepare necessary documents required for the process and will ensure quality of the work throughout the renovation works.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	1	Building (infrastructure) renovated	35000
PROVINCE 2-PCGG	1	Building (infrastructure) renovated	25000
BAGMATI PROVINCE-PCGG	1	Building (infrastructure) renovated	15000
LUMBINI PROVINCE-PCGG	1	Building (infrastructure) renovated	5000
KARNALI PROVINCE-PCGG	2	Building (infrastructure) renovated	3000
SUDURPASCHIM PROVINCE-PCGG	1	Building (infrastructure) renovated	40000

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.3: Review/ adopt PCGG's operational guideline drafted by MoFAGA**

**Narrative:** To institutionalize and operationalize the PCGGs, MoFAGA has developed a model operational guideline of PCGG in FY 2021/21 and circulated to all seven PGs. The guideline will be customized and adopted in order to make PCGGs operational as an institution contributing in capacity building activities. The operational guideline will allow formulating necessary regulations for effective functioning of the PCGG.

**Implementation Arrangement:** The PCGG in coordination with OCMCM will mobilize consultants to customize model operational guidelines of PCGG prepared by MoFAGA. The PCGG will hire consultants as per the procurement rule and recruit consultants. The consultant will conduct intensive consultation with OCMCM, PCGG authority, concerned PG ministries and other stakeholders in order to prepare the operational guideline. Finally, the guideline will be endorsed and adopted by the PGs to operationalize PCGG.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	Reviewed and adopted guideline	300
PROVINCE 2-PCGG	1	Reviewed and adopted guideline	300
KARNALI PROVINCE-PCGG	1	Reviewed and adopted guideline	500

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.4: Prepare a long-term strategic/ business plan of PCGG**

**Narrative:** Since the PCGG will be the permanent institution of the PGs in delivering CD related services to both PGs and LGs, a strategic business plan is essential as per the vision and mission statement of PCGG. This activity is planned to assist PCGGs in developing their long term strategic/business plans. The business plans are expected to describe where the PCGG currently stands, where it should be and how this is to be achieved after a certain period of time. Formulation of the PCGG business plan will help PLGSP to align and orient its CD support for the long-term institutional strengthening of the PCGGs.

**Implementation Arrangement:** The PCGG in close coordination with OCMCM will develop a strategic business plan of PCGG through hiring consulting service. The consultant(s) will conduct intensive consultation with PCGG authority, OCMCM, concerned PG ministries and other stakeholders in order to prepare the plans. Finally, the plan will be endorsed and adopted by the PCGG.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	Strategic Plan	300
PROVINCE 2-PCGG	1	Strategic Plan	1000
LUMBINI PROVINCE-PCGG	1	Strategic Plan	1000
KARNALI PROVINCE-PCGG	1	Strategic Plan	500
SUDURPASCHIM PROVINCE-PCGG	1	Strategic Plan	1000

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.5: Organize capacity building training for PCGG's staffs on various thematic areas**

**Narrative:** PCGGs are envisaged to be centers of excellence with a strong presence in the field of training management right from their inception. Since one of the thrusts of PCGGs is managing training for corporate, co-operative, government, developmental and other agencies, enhancement of knowledge and skills of PCGG staff in delivering quality training effectively is a must. This activity is planned to organize training for capacity building in various thematic areas.

Province 2 and Sudurpaschim Province planned training and ToT on different thematic areas, while Gandaki Province has planned to carry out the ISO training course certification process in fiscal year 2078/79 and carry out other necessary activities as per the requirements, compliance and auditing for the training course certification.

**Implementation Arrangement:** The PCGGs, in close coordination with PCU, will identify a training need, and training institution to make a contract to deliver training and ToTs for PCGG staff. The PCU will also provide technical support to organize the training. Gandaki Province will outsource the consultancy service to identify the gaps and requirements for the training course certification. To acquire the ISO certification, a documentation process will be started based on the gaps and requirements identified.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	1	Training (ToT) event	200
GANDAKI PROVINCE-PCGG	1	Training event	500
SUDURPASCHIM PROVINCE-PCGG	1	Training event	500

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.6: Organize coordination meeting with CD stakeholders**

**Narrative:** The PCGGs have been envisioned as coordinators of all training providers for capacity building in the public sector within the province. To avoid duplication and overlaps in the changed context, organization of coordination and interaction meetings with relevant DPs and other stakeholders engaged in delivering training is vital. Such events will be useful to share knowledge, experiences, tools and products and complement each other to intensify the expected impact of the training activities. This activity is planned to assist PCGGs to organize coordination meetings with DPs and other stakeholders providing training to the public sector actors in the provinces. The coordination is expected to contribute to create a platform to discuss provincial CD priorities and needs, standards of training manuals, modules, resource books, handouts and course contents/syllabus as common templates for all institutions, including I/NGOs and consulting firms engaged in CD.

**Implementation Arrangement:** The Executive Committee of the PCGGs will take lead in organizing the meetings and will invite relevant PG's Commissions, Authorities and ministries for their representative participation in the meetings. The meetings will be organized on a half-yearly basis.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	2	Meeting	500
PROVINCE 2-PCGG	2	Meeting	200

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.7: Organize cross sharing and learning visit for PCGG officials**

**Narrative:** This activity is planned to provide an opportunity to PCGG staff/officials to learn and share through exposure visits in other provinces so that they can visit, meet and interact with each other and learn about best practices that can be adapted and rolled-out later in their contexts. In addition, the visits will enable PCGG staff/officials to develop horizontal linkages and coordination, promoting cross learning for improved performance.

**Implementation Arrangement:** PCGG will explore possible areas for the visit in consultation with officials. PCGG will further communicate and coordinate with PCGG of the host province as the destination is identified. PCGG will prepare a detailed proposal with the clear objective of the learning through exchange of experiences and document the learning from the visit to share widely with others.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	Exposure visit	500
PROVINCE 2-PCGG	1	Exposure visit	400
LUMBINI PROVINCE-PCGG	1	Exposure visit	400
KARNALI PROVINCE-PCGG	1	Exposure visit	500
SUDURPASCHIM PROVINCE-PCGG	1	Exposure visit	500

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

### **Activity 7.8: Prepare CD training materials for PCGG**

**Narrative:** Since, the PCGG has been envisioned as a coordinator for all training providers in the public sector, it is required to have standard training materials including curricula, IEC materials, training modules on different thematic areas. PCGG of Province 1, Bagmati, Gandaki and Lumbini Provinces have planned to develop and publish different training materials under this activity.

Province 1 and Bagmati Province plan to develop manuals, curriculum, and training modules. Gandaki Province plans to develop and publish training modules with focus on Intergovernmental Relations, Monitoring and Evaluation and Operation and Management of Local Level. Lumbini Province plans to develop and publish materials, including leaflet/brochure /learning materials/curriculum/annual report.

**Implementation Arrangement:** PCGG, in close coordination with OCMCM, will develop required curricula and other training / IEC materials for the different training activities through a consultative process by hiring consulting services. The consultant will make intensive consultation with PCGG's executive committee and concerned stakeholders in order to prepare the materials. Finally, the materials will be endorsed and adopted by the PCGG.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	5	CD materials	1000
BAGMATI PROVINCE-PCGG	1	CD materials	3000
GANDAKI PROVINCE-PCGG	3	CD materials	1500
LUMBINI PROVINCE-PCGG	8	CD materials	1600
	2	IEC Materials	1000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

#### **Activity 7.9: Prepare capacity development plan for PCGG**

**Narrative:** PCGG/PTA requires its own CD plan for the organisation and the staff working in the organization. Most of the staff deputed so far in the PCGG from the PG are from different domains other than training centres, thus a CD Plan for the PCGG is essential to make it a more professional training academy with competent and specialized human resources for the delivery of capacity building training activities. This activity is planned to prepare a CD plan of PCGG in three provinces.

**Implementation Arrangement:** PCGGs will develop the CD Plan by hiring consulting services through a competitive process.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	1	Prepared CD Plan	500
GANDAKI PROVINCE-PCGG	1	Prepared CD Plan	500
SUDURPASCHIM PROVINCE-PCGG	1	Prepared CD Plan	1000

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.10: Prepare Financial Administration Regulation of GPTA**

**Narrative:** Financial administration regulation provides pathways to attain the goals and objectives in an organisation by using the resources in efficient manners and support to establish the internal control system within the organisation. Since, the Gandaki Province Training Academy (GPTA) is a newly established organisation, it needs to establish a system to operate financial administration smoothly and efficiently. This activity is planned to prepare financial administration regulation of PCGG.

**Implementation Arrangement:** PCGG in consultation with OCMCM and the GPTA executive body, will develop the regulation by hiring an expert through a competitive process. PCGG will ensure there will be a regular consultation with its executive body and other relevant government institutions in the process and feedback will be incorporated. The regulation will be finally presented to GPTA's council for review and approval.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 1 (Financial Regulation), NPR: 500

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.11: Prepare Staff Administration Regulation of GPTA**

**Narrative:** GPTA has already conducted an Organisation and Management Survey (O&M), however, it has yet to recruit its staff based on the O&M survey. The Province Service Commission has been formed in the province. Now clear and concise administrative policies are required for human resource management in the PCGG. Hence, this activity will support GPTA to develop a Staff Administration Regulation in fiscal year 2078/79.

**Implementation Arrangement:** PCGG in consultation with OCMCM and GPTA executive body, will develop the regulation by hiring an expert through a competitive process. PCGG will ensure there will be regular consultations with its executive body and other relevant government institutions in the process and feedback will be incorporated. The regulation will be finally presented to GPTA's council for review and approval.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 1 (Staff Regulation), NPR: 500

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Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.12: Update website of GPTA**

**Narrative:** A website of the GPTA has already come into operation, however, it requires further upgrade with additional features and more dedicated sections for compilation and dissemination of information, success cases, etc. Thus, this activity is planned to update the website of GPTA.

**Implementation Arrangement:** GPTA will update the website with support of provincial ICT Expert. Additional expert service will be hired, if required, to implement the activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 1 (Updated Website), NPR: 500

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.13: Conduct study on effectiveness of capacity building training delivered by PCGG (Training outcome assessment of GPTA)**

**Narrative:** Performance improvement through learning is the motto of the GPTA. GPTA has delivered a number of trainings for capacity building of PLGs elected representatives and officials in the previous years. However, conducting/organising trainings does not ensure the intended results are achieved. This requires a periodic assessment on the post training changes in the performance of the trainees. The assessment will allow the GPTA to identify what has been the take-aways by the trainees, shortcomings and scope of future improvements in the training activities. Thus, this activity is planned to assess the outcome of the training delivered in the previous years for learning and necessary improvement.

**Implementation Arrangement:** GPTA, in consultation with OCMCM, will implement the activity. GPTA will coordinate with PGs and LGs staff and elected representatives for the training outcome assessment on a small sample size basis through hiring the consulting services.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 1 (Training Outcome Assessment), NPR: 500

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

#### **Activity 7.14: Establish resource center at PCGG**

**Narrative:** PCGG is a main hub for PLGs in order to deliver CD related activities. Thus, under this activity, it is planned to establish a resource center at PCGGs in three provinces.

Province 2 plans to establish and operationalize the Provincial Resource Centre/ Library. Additionally, Province 2 plans to publicize and promote the PCGG by using different means of communication like developing multimedia information, social media, website, FM programs and publications. The message in the media will include the various initiatives of PCGG towards CD in different thematic areas.

Gandaki Province plans to establish a PCGG Knowledge Centre, with all required facilities, such as library, dedicated Wi-Fi connection and computer system to access resources from the internet.

Similarly, Lumbini Province also plans to establish a digital lab in PTA by organizing its own CD related products in printed form and electronic materials along with collecting and organizing national and international reports of research and studies, publications and information related to federalism.

**Implementation Arrangement:** PCGG, in close coordination with IT & E-Governance Experts in PPIU/PCU will develop concept notes, hire domain experts to develop information materials, procure resources and implement it.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	1	Resource Center	1000
GANDAKI PROVINCE-PCGG	1	Resource Center	500
LUMBINI PROVINCE-PCGG	1	Digital Lab	3000

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.15: Prepare DPR of PCGG**

**Narrative:** PCGG will prepare a Detailed Project Report (DPR) for building renovations. It will be prepared based on the Master Plan for the buildings. Training and Administrative buildings are the priority of renovation and then hostel and other small infrastructures.

**Implementation Arrangement:** PCGG, in consultation with OCMCM, will implement the activity. The consultant will be outsourced for the assignment. The PTA Executive Committee will decide the priority buildings for the DPR. PLGSP Expert (Infrastructure Expert) will oversee the quality of DPR.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	1	DPR	2000
LUMBINI PROVINCE-PCGG	1	DPR	2000

Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.

**Activity 7.16: Bulletin publication on various thematic area**

**Narrative:** Information, Education and Communication (IEC) materials are important tools for mass messaging and sensitization. Thus, this activity will support preparation of bulletin publication that will present achievements of the PCGG as well as in creating awareness of its work.

**Implementation Arrangement:** PCGG will implement the activity by procuring the external vendor services.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Sudurpaschim Province-PCGG, 1 (Bulletin), NPR: 400

## **Output 8: Modernized LGs have strong administrative systems and accountable public financial management system**

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

### **Activity 8.1: Strengthen information management system of LG**

**Narrative:** At present information management systems of LGs are weak. In order to strengthen the information management system of LGs, the Programme will support LGs to recruit and mobilize IT officers. In addition, IT support to DCCs on demand basis is also envisioned under this activity.

**Implementation Arrangement:** Most of the LGs have recruited IT Officers through open competition. Initially, MoFAGA supported 100% fund support to IT Officers for adoption and promotion of e-governance from the local/community level. They have been supporting operationalization of LG websites, email services, various systems such as LISA, revenue management, SuTRA, electronic building permit systems, digital LG profiles, among other systems. The role of ITOs has been crucial in the operationalization of CMIS - acting as a data focal person for their respective LG, ITOs have been regularly updating data into the systems, and prepared daily reports. In the present context, there is an increased role of IT Officers at the local level. Salary of these IT officers' will be paid on a cost sharing basis - 75 % from the PLGSP and 25 % from respective LGs. Budget for an IT officer salary will be released on a reimbursement basis. The PCU will reimburse the amount spent on salary for IT officers.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Provided IT support to all LGs for strengthening IMS), NPR: 308551

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

### **Activity 8.2: Roll out SUTRA and PAMS in all LGs**

**Narrative:** The Sub-national Treasury Regulatory Application (SuTRA) is a planning, budgeting and accounting software. It is a web-based system developed for facilitating and implementing a structured financial management procedure of the PLGs. It provides estimation of income and expenditure of the LGs and accounting as per the approved budget and generates the report accordingly. It enhances transparency of public finances by budget classification, budget documentation and financial reporting. Similarly, it also contributes to enhance public access to fiscal information.

To improve the public financial management system of LGs, the GoN has decided to introduce SuTRA in 753 LGs. All LGs have already adopted SuTRA for expenditure reporting. Similarly, the FCGO is responsible to maintain the record of Public Assets Management of the Government as per the Financial Procedure and Accountability Act 2076. The GoN has decided to implement the Public Assets Management System (PAMS) in all government entities. It is initiated by FCGO to implement in all tiers of the government.

Under this activity, the FCGO will carry out the following tasks to roll out and operate SuTRA in all LGs:

#### **1. System development and establishment**

Development of Revenue Module in SuTRA, Enhancement of EFT Model in SuTRA, Security Audit of Existing PFM System, SLA for Data Center Infrastructure Management, Cooling System, Generator & UPS, Servers Storage and Switch, Contingent IT infrastructure & Hardware in DC & DR site including power & cooling systems Components, Procurement & Renewal of Software licenses including Antivirus Renewal of Existing Network Devices and Subscription, reporting Server with Business Intelligence

#### **2. Support in system operation**

Managed Support Services on Application/System (TSA, FMIS, CGAS, E-payment, RMIS, PAMS & SuTRA), SUTRA call Center established and operationalized, Conference Meeting Solutions, IT Engineer in provincial level support PFM specialist in FCGO

#### **3. Develop Handbook/Guidelines**

Prepare handbooks and Standard Operating Procedure (SOP) on SuTRA/PAMS/CGAS

#### **4. Capacity building training and Refreshment / orientation training on:**

- SuTRA: 753 LGs, 1500 officials

- PAMS: 600 LGs
- NPSAS: 753 LGs
- OAG new forms: 753 LGs
- Internal Audit: 753 LGs
- Local government treasury reporting system orientation: 753 LGs

#### 5. Procurement of machinery and equipment

- Printer, Laptop, photocopier, A/C and other machinery equipment for program implementation and operation.

#### 6. Facilitation and monitoring

- SUTRA/PAMS /CGAS/RMIS

**Implementation Arrangement:** The PCU will provide an institutional grant to the FCGO to introduce SuTRA and implement PAMS in LGs.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Rolled out SuTRA in all LGs and PAMs in 600 LGs, NPSAS 753 LGs, OAG new forms in 753 LGs, internal Audit in 753 LGs and local government treasury reporting system orientation),  
NPR: 219975

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

### **Activity 8.3: Prepare Revenue Improvement Action Planning (RIAP) of LGS**

**Narrative:** The Constitution has provided revenue collection authority to the three levels of governments. The Federal government is authorized to collect tax revenues from customs fees, value added tax, excise duty and income tax while the authority to collect registration tax, vehicle tax, entertainment tax, advertisement tax and income tax on agriculture is given to the PGs. Similarly, LGs are authorized to collect land revenue, property registration fee, vehicle tax, entertainment tax, advertisement tax, property tax, rent tax and business taxes. In order to explore the potential of increasing own source revenue of LGs it is necessary to prepare RIAPs by analyzing current status of own source revenue against revenue potential and revenue mobilization capacity of local governments.

**Implementation Arrangement:** The PCGG in coordination with the OCMCM will develop the criteria for the LG selection and formulate RIAPs of selected LGs through hiring the consulting service and respective LGs will mobilize consultants to formulate the Plans. The PCGGs will select and recruit consultants as per the PPA. A participatory approach will be adopted and workshops will be organized to discuss and finalize RIAPs. The PCGGs and LGs will share the cost required to prepare RIAPs.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	55	LGs	27500
PROVINCE 2-PCGG	54	LGs	27000
BAGMATI PROVINCE-PCGG	47	LGs	23500
GANDAKI PROVINCE-PCGG	34	LGs	17000
LUMBINI PROVINCE-PCGG	43	LGs	21500
KARNALI PROVINCE-PCGG	32	LGs	16000
SUDURPASCHIM PROVINCE-PCGG	35	LGs	17500

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

#### **Activity 8.4: Prepare Capacity Development Plan of LGs**

**Narrative:** Implementation of federalism is especially challenging in Nepal as two levels of sub-national governments have been introduced without an existing transition plan. This requires LGs to prepare CD plans to develop institutional, organizational and human capacity in a systematic and effective way. It is therefore planned to develop CD plans for LGs. The CD plans will act as the basis to invest in human resource development and institutional development for LGs.

**Implementation Arrangement:** The PCGGs, in coordination with PCU, will develop a CD plan of selected LGs through hiring the consulting service as per the procurement rules. The concept note, and procurement documents will be prepared following the rules. The PCGGs will coordinate with LGs to prepare respective CD plans. The findings of the LISA will also be taken into account to understand the existing gaps and include in the CD plan.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	41	LGs	20500
PROVINCE 2-PCGG	41	LGs	20500
BAGMATI PROVINCE-PCGG	36	LGs	18000
GANDAKI PROVINCE-PCGG	26	LGs	13000
LUMBINI PROVINCE-PCGG	33	LGs	16500
KARNALI PROVINCE-PCGG	24	LGs	12000
SUDURPASCHIM PROVINCE-PCGG	27	LGs	13500

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

### **Activity 8.5: Prepare Periodic Plan of LGs**

**Narrative:** As per the provision in the Local Government Operation Act 2017, LGs are required to prepare periodic plans in line with localizing the SDGs. Some LGs have already prepared periodic plans, while many LGs are yet to prepare their respective plans. Hence, PLGSP plans to support the remaining LGs to prepare periodic plans in 2021/22.

**Implementation Arrangement:** The PCGGs in consultation with the OCMCM and PCU will support the preparation of periodic plans of selected LGs through hiring consulting service in a participatory approach. The PCGGs will select the LGs and coordinate with concerned LGs to formulate their periodic plans. It will be prepared on a cost sharing basis. The PCGGs will organize ToT on periodic plan formulation. PCGG and PPC will carry out the monitoring of quality and timeliness of periodic plans development and implementation.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	14	LGs	21000
PROVINCE 2-PCGG	14	LGs	21000
BAGMATI PROVINCE-PCGG	12	LGs	18000
GANDAKI PROVINCE-PCGG	9	LGs	13500
LUMBINI PROVINCE-PCGG	11	LGs	16500
KARNALI PROVINCE-PCGG	10	LGs	15000
SUDURPASCHIM PROVINCE-PCGG	9	LGs	13500

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

**Activity 8.7: Conduct orientation/ coaching program on Mid Term Expenditure Framework (MTEF) for elected representatives and officials of LGs**

**Narrative:** Proper planning, budgeting and monitoring systems need to be established and strengthened in LGs. The Local Government Operation Act 2074, clause 34, requires the sectoral MTEF and development plans in the LGs. However, many of the LGs are not fully able to formulate such frameworks and plans on its basic principles, objectives and processes. The elected representatives and officials need basic orientations/trainings to enhance capacity. PLGSP thus plans to orient elected representatives and officials of LGs on MTEF.

**Implementation Arrangement:** The PCGGs in consultation with the OCMCM and PCU will implement the activity. The PCGGs in coordination with PCU will organize MTOT to develop master trainers on MTEF. The master trainers, in turn, will organize trainings for resource persons on MTEF at the province level. The resource persons will be mobilized to support LGs in preparing a MTEFs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	137	LGs	6850
PROVINCE 2-PCGG	136	LGs	6800
BAGMATI PROVINCE-PCGG	119	LGs	5950
GANDAKI PROVINCE-PCGG	85	LGs	4250
LUMBINI PROVINCE-PCGG	109	LGs	5450
KARNALI PROVINCE-PCGG	79	LGs	3950
SUDURPASCHIM PROVINCE-PCGG	88	LGs	4400

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

**Activity 8.8: Organize refresher/follow-up training for the implementation of LISA**

**Narrative:** The Local Government Institutional Self-Assessment (LISA) is a tool to identify institutional strengths and weaknesses of LGs in ten thematic areas and assess the status of the LGs. However, this requires knowledge enhancement support to LGs to effectively apply the pre-set criteria and indicators to measure their strengths and weaknesses. A ToT on LISA was conducted to produce local resource persons to facilitate LISA implementation in LGs. The resource persons are facilitating the LISA process by conducting orientations and providing support for data entry in LISA software. It is planned to follow up the progress of LISA implementation in all LGs with providing technical backstopping through the trained facilitators. The elected representatives and staff of LGs will be provided with refresher trainings on LISA to enable them for their continued effort in LISA implementation.

**Implementation Arrangement:** The PCGGs, in coordination with PCU, will organize Refresher Training on LISA to the elected representatives and staff of LGs. In addition to that, PCGG will provide technical backstopping for smooth implementation of LISA in LGs when and where required.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	137	LGs	13700
PROVINCE 2-PCGG	136	LGs	13600
BAGMATI PROVINCE-PCGG	119	LGs	11900
GANDAKI PROVINCE-PCGG	85	LGs	8500
LUMBINI PROVINCE-PCGG	109	LGs	10900
KARNALI PROVINCE-PCGG	79	LGs	7900
SUDURPASCHIM PROVINCE-PCGG	88	LGs	8800

Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

**Activity 8.9: Organize orientation on Internal Control System (ICS) Guideline for Local Governments (Coaching & Mentoring)**

**Narrative:** As per the provision in the Local Government Operation Act 2074, LGs are required to establish and manage ICS. The ICS will help LGs to follow the rules and regulations in carrying out day-to-day activities. The ICS is yet to be established in most of the LGs. Hence, PLGSP plans to develop an ICS guideline and implement it through orientations and developing guidelines in LGs.

**Implementation Arrangement:** PCGGs will carry out mapping to identify the LGs who have not yet prepared ICS. The mapping will help to avoid overlapping. Selected LGs will be oriented in coordination with PTCO. This will be conducted through hiring consulting service according to Procurement rules. The orientation will be based on ICS guidelines published by FCGO.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	25	LGs	2500
PROVINCE 2-PCGG	16	LGs	1600
GANDAKI PROVINCE-PCGG	11	Orientation event	3300
KARNALI PROVINCE-PCGG	10	Orientation event	1500
SUDURPASCHIM PROVINCE-PCGG	10	Orientation event	2000

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

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Output 8: Modernized LGs have strong administrative systems and accountable public financial management system

**Activity 8.11: Implement Fiduciary Risk Reduction Action Plan (FRRAP) in LGs (orientation and assessment)**

**Narrative:** The FRRAP is a tool to identify institutional strengths and weaknesses of LGs in five thematic areas with 100 indicators related to public financial management. It is planned to be introduced in all LGs from the FY 2021/22 onwards. An assessment will provide information and status which will guide the development/improvement of local Action Plans.

**Implementation Arrangement:** PCGGs, in consultation with PCU and OCMCM, will implement FRRAP orientation and assessment in all LGs of the seven Provinces. Orientation and assessment will be conducted based on guidelines approved by MoFAGA. PCGGs will prepare proposals with estimated budgets for the activity that needs to be done on cluster basis. Participation from all LGs of the province will be ensured. PCGG will also coordinate with DCCs for their possible involvement in the process. External expert consultants will be hired for the orientation and assessment.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	137	LGs	27400
PROVINCE 2-PCGG	136	LGs	27200
BAGMATI PROVINCE-PCGG	119	LGs	23800
GANDAKI PROVINCE-PCGG	85	LGs	17000
LUMBINI PROVINCE-PCGG	109	LGs	21800
KARNALI PROVINCE-PCGG	79	LGs	15800
SUDURPASCHIM PROVINCE-PCGG	88	LGs	17600

## **Output 9: LG systems enable horizontal and vertical accountability to all citizens**

Output 9: LG systems enable horizontal and vertical accountability to all citizens

### **Activity 9.1: Support LGs to implement downward accountability tools and mechanisms (public hearing, social audit)**

**Narrative:** As per the Constitution, LGs have increased responsibility for effective service delivery and accountability toward its citizens. Social accountability tools like Social Audits, public audits and public hearings are common and powerful tools for transparency and accountability which also help to increase trust of the citizens towards LGs if applied effectively and in a timely manner. The tools will help promote people's participation and ownership in local development activities initiated by the government. Some LGs will be supported during the current year, but this needs wider discussion and application so that the activity will continue next year as well.

**Implementation Arrangement:** The PCGGs will recruit consultants or local resource persons from CDMIS and mobilize them to facilitate the process. PCGGs will carry out a mapping of the LGs that have implemented the accountability tools in the previous years and the ones that require further support to avoid duplication.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	55	LGs	5500
PROVINCE 2-PCGG	54	LGs	5400
BAGMATI PROVINCE-PCGG	47	LGs	4700
GANDAKI PROVINCE-PCGG	34	LGs	3400
LUMBINI PROVINCE-PCGG	43	LGs	4300
KARNALI PROVINCE-PCGG	32	LGs	3200
SUDURPASCHIM PROVINCE-PCGG	35	LGs	3500

Output 9: LG systems enable horizontal and vertical accountability to all citizens

**Activity 9.2: Support LGs to strengthen vertical cooperation (organize workshop among PG and LGs to explore common priorities in various sectors contributing for vertical cooperation agreement)**

**Narrative:** As per the Programme Document, it is expected that LGs will work on vertical cooperation agreements with PGs in the areas of local economic growth, poverty alleviation, SDG Localization, etc. This activity is planned to bring LGs and PGs together to orient them on the concept of vertical cooperation, and explore common priorities for vertical cooperation agreement in the sector mentioned above. Under this activity, Province 1, Province 2 and Sudurpaschim Province have planned to organize workshops among the key stakeholders to discuss the scope, while Karnali Province has planned to facilitate an agreement between PG and LGs in the area of economic development.

**Implementation Arrangement:** The PCGG, in close coordination with the OCMCM, will organize intensive consultations with LGs through their umbrella organizations NARMIN and MuAN, and will organize the workshops and implement the activities. The PCGGs will hire highly professional consultants having experience in moderation of high level strategic workshops. A participatory and exploratory approach will be adopted in the workshops, such as plenary sessions, group discussions, visioning, mapping, etc. to come up with some common areas to work through vertical cooperation.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	2	Workshop event	1000
PROVINCE 2-PCGG	2	Workshop event	1000
KARNALI PROVINCE-PCGG	1	Agreement between LG and PG	300
SUDURPASCHIM PROVINCE-PCGG	1	Workshop event	500

Output 9: LG systems enable horizontal and vertical accountability to all citizens

**Activity 9.3: Support LGs to strengthen horizontal cooperation (inter-local governmental workshop for horizontal cooperation agreement- Fire brigade, waste management, DRR etc.)**

**Narrative:** Basic devolution of power is guaranteed to the all three levels of government through exclusive and concurrent powers and responsibilities. The Constitution envisages a non-hierarchical relationship between the three levels of government. Additionally, it is expected in the Programme Document of PLGSP that LGs will work on horizontal cooperation agreements between two or more LGs in areas such as waste management, water management, environmental management, and fire brigades. This activity is planned to bring LGs together to orient them on the concept of horizontal coordination, and explore common priorities for horizontal cooperation agreement in the various sectors (e.g. Fire brigade, waste management, irrigation, disaster preparedness and management, etc.)

In addition, Province 1 and Karnali Province also plans to share best practices through the workshops at province level in the areas of horizontal cooperation agreement between the LGs. Karnali Province also planned to support LGs for the horizontal cooperation agreements.

**Implementation Arrangement:** The PCGG in consultation with OCMCM and LGs/LGs' associations will implement this activity. PCGG will hire consultants to prepare guidelines. Guidelines will be shared among LGs through workshops to come up with some common areas/shared agendas to work through horizontal cooperative agreements among the LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	2	Prepared a guideline	350
	2	Workshop event	1000
PROVINCE 2-PCGG	2	Workshop event	600
GANDAKI PROVINCE-PCGG	2	Workshop event	1000
LUMBINI PROVINCE-PCGG	2	Workshop event	400
KARNALI PROVINCE-PCGG	2	Agreement between LGs	600
	2	Workshop event	600
SUDURPASCHIM PROVINCE-PCGG	3	Event Workshop	1200

## **Output 10: LG systems mainstream GESI in their service delivery**

Output 10: LG systems mainstream GESI in their service delivery

### **Activity 10.1: Prepare and/or adapt GESI mainstreaming strategy prepared by MoFAGA and get endorsed by LGs**

**Narrative:** The Constitution guarantees social justice and affirmative action for women, Dalit, Janajati, Muslims, and other excluded or disadvantaged groups. The aim of this activity is to support LGs to formulate and/or adapt the GESI policy/strategy/guideline prepared by MoFAGA/GoN and get endorsed by the executives of the LGs to mainstream GESI in policies, programmes, plans, and systems of LGs as envisioned by the Constitution.

**Implementation Arrangement:** The PCGGs in coordination with concerned government line agencies will recruit firms/consultants through a transparent and competitive process. The consultants/consulting firms will provide technical support and facilitate the process to formulate GESI strategies in selected LGs. Strategy formulation workshops will be organized at the LG level with concerned government representatives and other stakeholders.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	137	LGs	27400
PROVINCE 2-PCGG	136	LGs	27200
BAGMATI PROVINCE-PCGG	119	LGs	23800
GANDAKI PROVINCE-PCGG	85	LGs	17000
LUMBINI PROVINCE-PCGG	109	LGs	21800
KARNALI PROVINCE-PCGG	79	LGs	15800
SUDURPASCHIM PROVINCE-PCGG	88	LGs	17600

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.2: Conduct GESI Audit in LGs**

**Narrative:** The Constitution has guaranteed social justice and affirmative action for women, Dalit, Adibasi, Janajati, Muslims and other excluded or disadvantage groups. Considering GESI as a cross-cutting issue, LGs are highly encouraged to formulate GESI policies and strategies as well as formulating GESI responsive budgets with active participation of women, Dalit, Janajatis and other excluded or disadvantaged groups. In this juncture, GESI audits will assess the overall situation and status of institutional arrangement of LGs' policies, allocated budgets in terms of GESI, including to identify areas of improvement in terms of GESI sensitivity and accountability of LGs. Based on the findings of the GESI Audits, each LG will prepare their plan of action to improve institutional arrangements, planning, policies and budgets to ensure that they are GESI sensitive and responsive.

**Implementation Arrangement:** The PCGGs will recruit consultants through a competitive and transparent process to conduct GESI audits in the LGs. The LGs will organize a workshop at local level where consultants will facilitate the overall process together with concerned staff/representatives of LGs conducting GESI Audits of LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	137	LGs	20550
PROVINCE 2-PCGG	136	LGs	20400
BAGMATI PROVINCE-PCGG	119	LGs	17850
GANDAKI PROVINCE-PCGG	85	LGs	12750
LUMBINI PROVINCE-PCGG	109	LGs	16350
KARNALI PROVINCE-PCGG	79	LGs	11850
SUDURPASCHIM PROVINCE-PCGG	88	LGs	13200

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.3: Organize orientation on GESI (to PPIU and PCGG staffs)**

**Narrative:** The Constitution of Nepal has envisioned a society based on equity and inclusion. GESI mainstreaming is one of the key strategies to materialize that vision into reality on the ground. GESI mainstreaming should be institutionalized throughout the planning, budgeting, implementation, monitoring and evaluation processes which requires good conceptual understanding of GESI as well as commitment at all levels, including within the PLGSP team. In this context, orientation on GESI has been planned to the provincial team in Province 2, i.e. PPIU and PCGG team, so that all provincial team members have a better understanding of GESI to ensure GESI is well mainstream in the overall governance process of PLGs.

**Implementation Arrangement:** The PCGG in consultation with the PCU will organize GESI orientations and will select consultants or local resource persons if required.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PCGG, 1 (Orientation event), NPR: 100

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 10: LG systems mainstream GESI in their service delivery

#### **Activity 10.4: Organize orientation on Gender Responsive Budgeting (GRB) for LGs**

**Narrative:** Gender Response Budgeting (GRB) is about ensuring that the government budgets, policies and programs are addressing the different needs and interests of men, women, and individuals that belong to different social groups. Thus, GRB aims to make sure that gender perspectives are well integrated into all steps of planning and budgeting processes so that PLGs categorize and allocate their program budgets to support and promote gender equality through acknowledging the different needs, priorities and experiences of women and men. Thus, GRB trainings/orientations at local level are planned to build the capacity and understanding of LGs on GRB so that LGs ensure that the local level budgets, policies and programmes address the different needs and interests of men, women and individuals belonging to different social groups.

**Implementation Arrangement:** The PTC/PCGGs will recruit firms/consultants to conduct trainings/ToTs/orientations on GRB in selected LGs to localize GRB. As per the needs, the PTC/PCGG will organize ToTs on GRB/GESI to develop resource persons at the province level.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	17	Training event	5100
PROVINCE 2-PCGG	1	Training event (ToT)	600
PROVINCE 2-PCGG	50	LGs	7500
BAGMATI PROVINCE-PCGG	20	Orientation event	4000
GANDAKI PROVINCE-PCGG	11	Training event	3300
LUMBINI PROVINCE-PCGG	20	Training event	2600
SUDURPASCHIM PROVINCE-PCGG	1	Training event (ToT)	700

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.5: Organize orientation on localization and contextualization of 'Code of Conduct to prevent workplace sexual harassment' in LGs**

**Narrative:** Sexual harassment in the workplace includes unwelcome sexual advances or requests for sexual favors and comments, jokes, acts or other verbal and physical conduct that is of sexual nature which negatively affects the working environment, undermines gender equality at work, creates unfair employment practices, and adversely impacts the dignity and well-being of workers. GoN is committed to creating safe, respectful workplaces for everyone. The Sexual Harassment at Workplace Prevention Act came into effect in 2015. In line with the Act, MoWCSC endorsed the Sexual Harassment Prevention - Code of Conduct 2074. Thus, an activity is planned to localise this Code of Conduct and support LGs to develop their respective Codes of Conduct, including to establish complaint handling mechanisms to prevent and address the complaints of sexual harassment, orientation on including all forms of GBV and discrimination, and promote healthy, safe, and productive workplaces for everyone.

**Implementation Arrangement:** The PTA/PCGGs in consultation with PCU will recruit firms/ consultants to conduct orientations in selected LGs through a transparent and competitive process. Government officials, local representatives, including Deputy Mayor, women and children officers and other related staff of all LGs will participate in the programmes. During the programmes, basic concepts of the Code of Conduct and the existing policies to address workplace sexual harassment will be shared with the participants and facilitate them to draft a basic framework of Code of Conduct and develop complaints handling mechanism for their respective LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	8	Orientation event	800
GANDAKI PROVINCE-PCGG	11	Prepared code of conduct, mechanism to handle grievances on sexual harassment in LGs	3300
LUMBINI PROVINCE-PCGG	20	Prepared code of conduct to prevent sexual harassment and conducted orientation for LGs	2000

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.6: Organize orientation on participation of male against the gender based violence, March pass, committee formation, orientation, grievance listening GBV**

**Narrative:** Engagement of boys and men is very crucial to address existing gender discrimination and GBV, thus PCGG is planning to organize orientations to male leaders/male government officials on engagement of boys/men on issues related with GBV and discrimination, including to organize different campaigns against GBV, to promote women's rights and celebrate national/international days such as International Women's Day, 16 days of activism on violence of against of women, etc.

**Implementation Arrangement:** PCGG will organize the orientation in close coordination with PPIU/OCMC and other relevant government line agencies. Resource persons and thematic experts on subject matters/government officials will be identified to conduct the orientation including to mobilize the internal PLGSP team members as much as possible.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Bagmati Province-PCGG, 15 (Orientation and campaigning event), NPR: 1500

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.7: Organize capacity building training on GESI to women, Dalit, Child Senior Citizen and Disable Person (CSCDP) and other disadvantaged groups for LGs**

**Narrative:** The Constitution of Nepal has provisioned the right of Senior Citizens and the investment in disability friendly services ensuring the right to special protection and social security from the State. Further, the Constitution has provisioned an inclusive governance system for federal, provincial and local level. Thus, this activity is planned by Province 1 and Gandaki Province, mainly focusing on children- senior citizen friendly governance systems, and targeting women, Dalit and other excluded and disadvantaged groups to build their leadership and capacity in different areas so that they can be more influential and to ensure their meaningful participation in overall development process.

**Implementation Arrangement:** The PTC/PCGG, in coordination with MoSD and LGs, will design the program contents and plan the program in coordination with the PCU and resource persons. PTC will then recruit Consultants to conduct the orientation based on the program plan developed on Dalit, women, Children, Senior Citizens and Disability friendly governance systems.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	5	Orientation event	1500
GANDAKI PROVINCE-PCGG	11	Training event	2200

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.8: Develop and distribute GESI IEC materials**

**Narrative:** Information, Education and Communication (IEC) materials are important tools for mass messaging and sensitization to the general public on different issues. Due to lack of required communication and information materials and modes of communication, there are still large sections of the population, especially those from the most marginalized and excluded groups that do not have necessary information about the existing services and processes of accessing the available services. Hence, they are still facing different problems in receiving services. Thus, this activity will develop and distribute GESI IEC materials which will help to raise awareness and sensitize the citizens on GESI related issues and to enhance access to information on accessing available services in LGs.

**Implementation Arrangement:** Posters, pamphlets and leaflets with different messages such as; legal information and information about public services will be printed and disseminated at LGs and community level. PCGG in close coordination with PPIU/OCMC will prepare required documents, i.e. ToR, concept paper, budget, and media house/firms will be hired through a competitive process following government norms and regulations. The media house/firms will develop different communication materials in consultation with the PLGSP team, government line agencies, and other relevant stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 1 (IEC materials), NPR: 100

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.9: Celebrate national/international days (Women Day, 16 days of activism against gender based violence etc.)**

**Narrative:** To mark the importance of some significant events such as International Women's day, and 16 days of activism against GBV, this year different days will be celebrated by PLGSP in close coordination with LGs, Ministry of Social Development, OCMCM and other human rights and women rights organizations.

**Implementation Arrangement:** Days will be celebrated with formal functions in coordination with OCMCM, MoSD, LGs and other human and women's rights organizations.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	4	Events	200
GANDAKI PROVINCE-PCGG	1	Events	500
SUDURPASCHIM PROVINCE-PCGG	4	Events	200

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.10: Organize capacity building training on Leadership and Appreciative Inquiry (AI) GESI to GESI focal person)**

**Narrative:** A large number of women have been elected as representatives in all three tiers of government in Nepal following the elections in 2017. Despite the large number of elected women representatives in LGs, they are facing a number of challenges to perform their roles effectively. On one hand, many women leaders still do not have adequate capacities and competencies in different areas; on the other hand, there is a lack of conducive environment for women leaders. In this context, it is important to invest in developing leadership skills and capacities of female Mayors/Deputy Mayors/Chairpersons/Vice Chairpersons through leadership and AI training. This activity is planned by Bagmati Province on AI and transformative leadership for LG leaders.

Similarly, Sudurpaschim Province has planned to organize capacity building training to GESI focal points appointed by LGs.

**Implementation Arrangement:** - PCGG, in coordination with PPIU, will implement this activity. PCGG will develop detailed concepts and methodologies, and select the LGs on a cluster basis to conduct the activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	5	Training events	2500
SUDURPASCHIM PROVINCE-PCGG	4	Training events	2400

Output 10: LG systems mainstream GESI in their service delivery

**Activity 10.11: Organize capacity building training (ToT) on GRB policies and related topics for PGs and LGs**

**Narrative:** GRB is about ensuring that the government budget, policies and programs are addressing the different needs and interests of men, women, and individuals that belong to different social groups. MoF has recently developed and endorsed model GRB guidelines to facilitate and support LGs to ensure GRB in program planning, budgets and services. PLGSP in all seven provinces plans to organize ToTs on GESI/GRB at provincial level to develop pools of Resource Persons on GESI/GRB who can be mobilized both at provincial and local level to train/orient and to effectively mainstream GESI in all governance systems, procedures and process at Provincial and Local level.

**Implementation Arrangement:** PCGG in close coordination with PCU and PGs will identify the Master Trainers (GESI/GRB) trained in federal level M-TOT (GESI and GRB) to facilitate TOT - GESI/GRB at provincial level.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	Training events	500
PROVINCE 2-PCGG	1	Training events	500
BAGMATI PROVINCE-PCGG	1	Training events	500
GANDAKI PROVINCE-PCGG	1	Training events	500
LUMBINI PROVINCE-PCGG	1	Training events	500
KARNALI PROVINCE-PCGG	1	Training events	500
SUDURPASCHIM PROVINCE-PCGG	1	Training events	500

## **Output 11: LG systems enable citizen engagement and inclusive participation**

Output 11: LG systems enable citizen engagement and inclusive participation

### **Activity 11.2: Develop IEC materials to strengthen citizen engagement and inclusive participation**

**Narrative:** The citizens' engagement in the local development process is an essential part of democracy. Using media for civic education is an effective means to reach a large number of people. Thus, this activity plans to use the media to enhance citizen awareness of their rights and responsibilities by informing them about the services provided by LGs. It will include IEC materials that can be broadcasted and listened to in the form of text, photograph, audio, video, etc. The materials will be shared with development agencies, institutions including I/NGOs, consulting firms and others engaged in public development sectors with the view to disseminate messages in wider areas.

PCU has planned to develop an IEC package targeting all LGs on federal level policies, initiatives and future plans for communication that can be useful to all LGs. While the Provinces (Province 1, Gandaki and Lumbini) have planned to develop and publish audio multimedia materials, brochures, flyers, posters, documentaries and other awareness materials engaging media houses radio/TV. Province 2 plans to develop audio-visual awareness materials in local languages to sensitize citizens on local governance and citizen engagement.

**Implementation Arrangement:** The PCGGs will develop multi-media awareness materials through hiring media related consulting services. Consultative meetings will be organized to discuss issues related to local governance and finalize contents accordingly.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PCU	1	IEC package	6000
PROVINCE 1-PCGG	5	IEC package	1000
PROVINCE 2-PCGG	3	Episodes	450
GANDAKI PROVINCE-PCGG	1	IEC package	500
LUMBINI PROVINCE-PCGG	1	IEC package	500
SUDURPASCHIM PROVINCE-PCGG	10	IEC products	500

Output 11: LG systems enable citizen engagement and inclusive participation

**Activity 11.3: Support LGs in strengthening grievances handling mechanisms (Support for LGs to establish mechanisms to collect and hear citizens' grievances such as FM program, mobile apps, Hello Sarkar etc.)**

**Narrative:** This activity is planned mainly to enhance accountability of LGs through hearing citizens' grievances, which is vital for citizen satisfaction. The mechanism will include app development, FM talk shows, Hello Sarkar programmes and others, which will provide the citizens an avenue to report their grievances in regards to the performance and quality of LGs and its services. LGs will address these through Social Accountability Tools. The Chief and other key authorities will directly respond to any grievances of citizens including women, Dalit and other excluded and disadvantaged groups.

To support LGs in strengthening grievance handling mechanisms, Province 1 and Province 2 plans to develop and implement FM programs, mobile apps, *Hello Sarkar*, etc. Lumbini Province plans to support development and orientation on help desk, toll free number, use of mobile apps, and Karnali Province plans to organize capacity development training on grievance handling mechanisms in LGs for nodal officers.

**Implementation Arrangement:** PCGGs, in consultation with OCMCM, will carry out the activity including hiring consulting service and others as per the procurement rule of GoN. The e-governance expert will facilitate the implementation and operation of the online systems/mechanisms through proper training and orientation to the concerned officials, and LG consultative meetings will be organized to discuss issues related to local governance and finalize contents accordingly.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	System	1500
PROVINCE 2-PCGG	11	System	1500
LUMBINI PROVINCE-PCGG	1	Systems	1500
KARNALI PROVINCE-PCGG	1	Training event	50

Output 11: LG systems enable citizen engagement and inclusive participation

**Activity 11.4: Conduct 7-step planning process in the participation of LGs**

**Narrative:** The LGs are responsible for the development in their area as per the citizen aspirations. Planning of the programmes and budgets with the participation of the targeted citizen is vital. MoFAGA has developed a 7-step planning process for LGs to adopt. Despite the availability of a comprehensive planning process, the LGs have not yet been able to implement it as they have inadequate knowledge and skills to follow the planning process. This activity is planned to create a simulation to demonstrate the 7-step participatory planning process along with a set timeframe. The activity will take place at the local/community level with the inclusive participation of the community. The mock 7-step planning process will be conducted just before the real time of the Local Level Planning Process with the participation of LG officials, elected representatives and other development stakeholders.

**Implementation Arrangement:** PCGG will coordinate with PG's ministries and agencies and implement the activity. PCGG will hire highly experienced resource persons to facilitate the 7-step planning process in the selected LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Province 2-PCGG, 2 (LGs), NPR: 600

Output 11: LG systems enable citizen engagement and inclusive participation

**Activity 11.5: Organize orientation on formulating good governance guidelines to LGs**

**Narrative:** In the newly established structure of governance, the majority of LGs have been facing different issues related to good governance. Thus, this activity will support LGs to formulate good governance guidelines. It is expected that this guideline will help LGs to understand key elements of good governance that they need to address for the promotion of people's participation in the service delivery in an inclusive way.

**Implementation Arrangement:** PCGG, in consultation with OCMCM, will implement the activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Gandaki Province-PCGG, 11 (Orientation event), NPR: 3300

Output 11: LG systems enable citizen engagement and inclusive participation

**Activity 11.6: Document and publish best practices of LGs (Document Best Practices/ Success Stories of the LGs and disseminate Mass Media- Paper, Journal, Radio, Online, Television)**

**Narrative:** LGs are doing lots of innovative work and performing best practices in the areas of good governance and GESI mainstreaming. If such best practices of the LGs are documented with their experiences and learnings and disseminated, many other LGs can adapt to their contexts and benefit largely. Different kinds of mass media such as Paper, Journal, Radio, Online, Television, etc. are the appropriate means of disseminating the best practices. Bagmati Province has planned to document and publish the best practices and success stories of the LGs and disseminate them through mass media.

**Implementation Arrangement:** The PCGG will explore the best performing LGs and identify the best practices of the LGs. A competent consultant will be hired to produce and broadcast the best practices in different mass media.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Bagmati Province-PCGG, 2 (Documents), NPR: 600

## **Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs**

Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs

### **Activity 12.1: Organize an orientation on Innovative Partnership Fund (IPF) guideline to IPF board members, provincial and LG stakeholders (IPF Board Establishment and Operation)**

**Narrative:** The core objectives of IPF are to promote innovative approaches in local and provincial governance with focus on strengthening implementation of federalism, strengthening inter-governmental relationship, establishing strategic and working relationship between PGs and LGs in the spirit of the Constitution. In order to bring the IPF in function, the Programme proposes to establish IPF Boards under OCMCMs that will support operating and delivering the functions, monitoring of IPF implementation and orient LG representatives and officials for implementation of the program jointly through cost-sharing modality. For this, the IPF board needs to conduct a series of meetings, interactions, and monitoring of activities. However, the implementation of the IPF schemes and process is subjected to the finalization of IPF operational guidelines and its approval from the NEC.

**Implementation Arrangement:** OCMCM, under leadership of the CM, will form and establish one IPF Board in each province. The Board will carry out all the regular activities to implement the IPF in the provinces, including periodic meetings, interaction discussions and periodic joint monitoring. IPF Policy Framework and Operational Guidelines are expected to be finalized by July 2021 and establishment of IPF Boards and other required mechanisms, such as IPF proposal evaluation committee, orientation on the guidelines and implementation processes, including requirements for proposal submission and bidding processes for the relevant stakeholders at the province level will be started from the beginning of the FY 2021/22. It is expected that at the end of first quarter 2021/22, the process will be completed for the implementation of at least a number of IPF schemes in some of the provinces. PCU will provide necessary technical support and guidance in the process.

In addition, in line with the JFA emphasis on managing fiduciary risks in the implementation of IPF at the local level, requirements for mitigation measures have also been discussed in the entire process of developing the IPF Operational Guidelines. The Fiduciary Risk Reduction Action Plan of PLGSP has been prepared and approved, which will serve as the guiding document to mitigate the fiduciary risk in the implementation of the IPF. Hence, all possible mitigation measures will be applied with objectives indicators in selecting IPF schemes to ensure independence in the selection of IPF schemes and avoid the possible subjective influence of the elites and other interest groups in the schemes selection. Following the selection of the IPF schemes, fund mobilization will be as per the government treasury norms and standards, guided by the Auditor General Office.

For effective monitoring and results measurement, a sound monitoring, evaluation and learning framework will be applied specific to the IPF scheme and a mechanism will be developed to implement it. PCU will ensure that the proposal submitted for the implementation of the IPF schemes also consists of a logical model articulating the results to be measured and reported at various levels. Monitoring and reporting requirements, including the templates and indicators, will be developed and the stakeholders will be oriented on the same ensuring that the M&E is done timely and effectively from various levels. Further, learning and improving opportunities will be counted properly and promoted through the M&E systems.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PPIU	5	IPF Board formed, orientation conducted	1500
PROVINCE 2-PPIU	5	IPF Board formed, orientation conducted	1500
BAGMATI PROVINCE-PPIU	5	IPF Board formed, orientation conducted	1500
GANDAKI PROVINCE-PPIU	5	IPF Board formed, orientation conducted	1500
LUMBINI PROVINCE-PPIU	5	IPF Board formed, meeting, orientation conducted	1500
KARNALI PROVINCE-PPIU	5	IPF Board formed, orientation conducted	1500
SUDURPASCHIM PROVINCE-PPIU	5	IPF Board formed, orientation conducted	1500

Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs

**Activity 12.2: Organize orientation workshops on IPF Implementation**

**Narrative:** IPF Operational Guidelines are being prepared and expected to be finalized and approved by July 2021. Once finalized and approved by the NEC, there is a need to orient province and local level stakeholders about its concept, scope, process and operational methods and requirements. This activity is planned to orient PLGs level officials and elected representatives on the implementation of IPF at the local level.

**Implementation Arrangement:** MoFAGA PCU and PPIU, in consultation with OCMCM, will organize initial orientations in each province. Following this, the Provinces themselves will lead in the orientation and implementation of the IPF at the local level.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 7 (Organized orientation events), NPR: 4900

*Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.*

Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs

**Activity 12.3: Implement innovative schemes at local level as per the guideline of Innovative Partnership Fund (IPF)**

**Narrative:** The core objectives of the IPF are to promote innovative approaches in local and provincial governance with focus on strengthening implementation of federalism, strengthening inter-governmental relationship, establishing strategic and working relationship between PGs and LGs in the spirit of the Constitution. Once the IPF Policy Framework and Operational Guidelines are approved, the Fund will come into operation by mobilizing the partnership fund.

**Implementation Arrangement:** The PPIUs, in coordination with PCU, will operationalize the IPF with LGs on a cost-sharing basis to implement innovative schemes based on proposals submitted by LGs. The proposals submitted by LGs will be assessed by IPF Board/technical committee as per the provisions in the Operational Guideline. Implementation of the IPF schemes is subjected to the finalization and approval of the IPF operational guideline form the NEC meeting. As mentioned above.

**Implementing unit, Activity, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PPIU	1	To be decided	75000
PROVINCE 2-PPIU	1	To be decided	75000
BAGMATI PROVINCE-PPIU	1	To be decided	75000
GANDAKI PROVINCE-PPIU	1	To be decided	75000
LUMBINI PROVINCE-PPIU	1	To be decided	75000
KARNALI PROVINCE-PPIU	1	To be decided	75000
SUDURPASCHIM PROVINCE-PPIU	1	To be decided	75000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

## **Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services**

Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

### **Activity 13.1: Organize capacity building training on various themes to elected representatives and civil servants at the provincial level**

**Narrative:** The federal system with three layers of government is a new practice for Nepal. After restructuring, the staff adjustment in three tiers of government has also been recently conducted. A significant number of PGs staff are deployed from various domains and with different expertise. Similarly, many elected representatives still do not have the required competencies and capacities to effectively perform their roles. In this context, both elected representatives and staff of PGs still face challenges to deliver their day to day activities. Hence, PLGSP has planned to organize capacity building training in different thematic areas with the objective of developing capacities and enhancing the skills of elected representatives and government officials at the province level.

**Implementation Arrangement:** Based on the results of needs assessment, as well as per request from provincial elected representatives/government officials, PCGGs will plan capacity building trainings in different thematic areas. In coordination with OCMCM and PCU, the PCGGs will prepare programme plans, identify resource persons (firms or individuals) from CDMIS and will recruit to conduct the training activities based on ASIP.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	Organize capacity building training on hospitality management Integration program (honorable chief minister, ministers, chief secretary, secretaries)	1	Training event	1000
	Organize capacity building training on secretariat roles to secretariat staff of PG Ministries.	1	Training event	600
	Organize capacity building training on various thematic areas based on demand (Demand based	7	Training event	2100

	capacity development program)			
PROVINCE 2-PCGG	Organize capacity building training on law making to members of provincial assembly & thematic committees and PG's staffs	2	Training event	800
	Organize capacity building training on Appreciative Inquiry for PG's staffs	2	Training event	800
	Organize capacity building training to district based staffs of PGs on Public procurement and planning aligned with LG/PG	4	Training event	2000
	Organize capacity building training on GESI to PG's GESI focal persons	1	Training event	200
	Organize capacity building training on different thematic areas to the representatives and staffs of provincial level Commissions, Committees (including Dalit Dev. Comm.) Institutions, Authorities etc.	3	Training event	1500
	Organize capacity building training to PG's representatives and staffs on contemporary subjects as per the demand of PG	1	To be decided	2600
BAGMATI PROVINCE-P CGG	Organize capacity building training on SDG for Provincial Civil Servant	1	Training event	400
	Organize capacity building training (MTot/ToT) on Different Sectors	5	Training event	2500
	Organize capacity building training on ICT to IT staffs	2	Training event	600
	Organize capacity building training on Human Resource management (Stress management /meditation) to provincial officials	2	Training event	500
	Organize capacity building training on Courtesy Management for Drivers/support staff of province ministries (Personal and official safety management)	1	Training event	450

	Organize capacity building training on leadership Management for provincial secretaries	15	Training event	225
GANDAKI PROVINCE-P CGG	Organize capacity building training on various thematic areas to elected representatives and staffs of PG	1	TBD	10000
LUMBINI PROVINCE-P CGG	Organize capacity building training on office management and service delivery to PG staffs (i.e. proposal preparation, report preparation, ToR preparation, planning and budget preparation, high-level leadership etc.)	4	Training event	2000
KARNALI PROVINCE-P CGG	Organize capacity building training on various thematic areas to elected representatives and staffs of PG	10	Training event	3000
	Organize capacity building training to ICT staff of provincial ministries	3	Training event	1800
	Organize capacity building training on Human Resource management (Stress management /meditation) to provincials officials	2	Training event	1500
	Organize capacity building training on Personal and official safety management for Drivers/support staff of province ministries	2	Training event	1000
	Organize capacity building training on leadership management to Secretary and officials	1	Training event	1000
SUDURPASC HIM PROVINCE-P CGG	Organize capacity building training on various thematic areas to the staff in the Province	6	Training	2700
	Organize capacity building training on GESI Mainstreaming to GESI Focal Person working in the PG Ministry	1	Training event	400
	Organize capacity building training on writing cabinet proposal for the staff of the Office of the Chief Minister and Council of Ministers and the PG	1	Training event	500

	Ministry's			
	Organize capacity building training on hospitality and office management for the staff working in the Secretariat of the Member of Council of Ministers	1	Training event	600
	Organize capacity building training on communication skills and presentation to the officers including the spokespersons and information officers of the state government bodies	1	Training event	500
	Organize capacity building training on communication skills and presentation capacity for the members of the Provincial Assembly	2	Training event	1000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.2: Conduct Orientation on various thematic areas to elected representatives and civil servants at the provincial level**

**Narrative:** Federal system with three layers of government is a new practice for Nepal. After restructuring, the staff adjustment in three tiers of government has also been recently conducted. A significant number of PGs staff are deployed from various domains and with different expertise and both elected representatives and staff face challenges to deliver their day to day activities. Hence, with the objective to develop capacity and enhance skills of elected representatives and staff of different sectors, orientation on various thematic areas have been planned at province level.

**Implementation Arrangement:** PCGGs will either use the result of the needs assessments conducted or will conduct one identified area of capacity development needed to make its service delivery effective. Then, in coordination with OCMCM and PCU, the PCGG will prepare a program plan, identify resource persons (firms or individuals) from CDMIS, and they will be recruited to conduct the orientation programmes based on ASIP.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	Organize orientation on preparation of local indicators of Sustainable Development Goals to PGs	1	Orientation event	500
	Organize orientation on GESI responsive budgeting and planning; monitoring and policy making for Provincial Assembly Members	3	Orientation event	1500
	Organize orientation on e-government to PG and LGs representatives.	2	Orientation event	600
	Organize orientation on GRB for the Government staffs representing different Division/Section in provincial ministries	1	Orientation event	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

### **Activity 13.3: Organize workshop (interaction) programmes on different agenda and topics**

**Narrative:** A workshop or interaction helps introduce a new concept, gather feedback and reflection of participants from different perspectives. Implementation of federalism is new for Nepal, and with this there are various issues and concepts that are new to government officials at all levels. Therefore, for the purpose of interacting as well as teaching hands-on skills to elected representatives as well as staff, workshops or interaction on various domains are planned.

**Implementation Arrangement:** In coordination and consultation with the PLGs and analysis of the context and needs, workshops/interaction programmes will be conducted at the provincial level. The content and program will be developed in close coordination with PCU, OCMCM and resource persons selected from CDMIS.

#### **Implementing unit, Activity, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	Organize a workshop (interaction) program on corruption control between local governments and provincial officials and the commission for abuse of authority.	3	Workshop event	1500
	Organize a workshop (interaction) program on the implementation of federalism for the representatives of the provincial assemblies.	1	Workshop event	500
	Organize workshop (interaction/ discussion) program on good governance and policy (Honorable chief minister, ministers and provincial chief)	1	Interaction event	500
PROVINCE 2-PCGG	Organize workshop on Collaborative Leadership and Dialogue (CLD) for elected representative and bureaucrats at PG	2	Training event	500

BAGMATI PROVINCE-PCG G	Organize workshop on Courtesy Management for PG Minister and Senior officials	50	Staffs and ER	500
SUDURPASCHI M PROVINCE-PCG G	Organize workshop (interaction) on service entry and in-service training curriculum design and development with Nepal Administrative Staff College	1	Orientation and curriculum development	800
	Organize workshop (Interaction/ Consultation Seminar) on Legislation for Members of the Council of Ministers and Senior Officials	1	Interaction event	700

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.4: Conduct pre-service training (induction/service entry training) for newly recruited PGs staffs**

**Narrative:** An induction or pre-service training to newly joined PG staff on their roles, responsibilities and necessary knowledge, skills and behaviors is highly required for effective performance upon deployment. The participants (newly appointed staff) will obtain basic knowledge and information on different thematic areas that will be useful once they join the office. The contents will be delivered as training modules.

**Implementation Arrangement:** The participants will be selected based on criteria and their application. The group of participants will be arranged to make uniform participants (level/joining date/location of offices, etc.). A standard course for assistant and officer levels will be prepared/customized. The training will be organized on a cluster basis in different places of the provinces. Resource personnel (firms/ individuals) from CDMIS will be deployed in consultation with OCMCM.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000):**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	3	Training event	1500
LUMBINI PROVINCE-PCGG	1	Training event	700
KARNALI PROVINCE-PCGG	1	Training event	500
SUDURPASCHIM PROVINCE-PCGG	1	Training event	750

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

### **Activity 13.5: Conduct in-service training for Provincial Staff**

**Narrative:** For the employees who have been adjusted at the province level, it is seen that in-service training is required for the promotion and career development. In-service training to the government staff is very important for effective and quality service delivery to the citizens. A 35-40 days standard course has been approved by the government authority, and there has been increasing demand from the staff. The participants of this training will be of various levels working in the provinces.

**Implementation Arrangement:** The participants will be selected based on criteria and their application. The group of participants will be arranged to make uniform participants (level/joining date/location of offices, etc.). A standard course for assistant and officer levels will be prepared/customized. The training will be organized on a cluster basis in different places of the province. Resource personnel (firms/ individuals) from CDMIS will be deployed in consultation with OCMCM.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	4	Training event	2000
BAGMATI PROVINCE-PCGG	8	Training event	2000
LUMBINI PROVINCE-PCGG	1	Training event	1600
KARNALI PROVINCE-PCGG	2	Training event	2000
SUDURPASCHIM PROVINCE-PCGG	2	Training event	3000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

### **Activity 13.6: Prepare CD plan of PG**

**Narrative:** Most of the provincial ministries still have not yet prepared their respective CD plans. Without a CD plan, governmental officials may not have the required capacities and competencies to deliver quality services on time. In this context PLGSP/PCGG, in close coordination with provincial ministries, will provide technical support to PG ministries to develop their comprehensive CD plans based on the identified needs. The CD plans will be important and helpful tools for the PGs to provide different types of CD activities to different target groups, i.e. government officials and elected representatives, to be more effective and efficient in performing their roles and responsibilities.

**Implementation Arrangement:** PCGG in close coordination with OCMCM and provincial government line ministries will hire and select eligible consulting firms/organizations to prepare CD plans for provincial ministries.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	CD plan of PG	500
BAGMATI PROVINCE-PCGG	1	CD plan of PG	500
KARNALI PROVINCE-PCGG	1	CD plan of PG	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.7: Conduct a study on effectiveness of training/orientation delivered at provincial level**

**Narrative:** A number of capacity trainings/orientations on various areas have been organized by PLGSP for government officials and elected representatives at provincial and local levels. The main objective of these trainings/orientations is to build the capacity of government officials/representatives so that they can effectively perform their roles and provide quality services to citizens. In this context, PCGG is planning to conduct studies to assess the effectiveness of the different trainings/orientations organized through the PLGSP, mainly to assess whether or not they have helped in building capacities and competencies of government officials and representatives.

**Implementation Arrangement:** The PCGGs, in close coordination with the OCMCM, will prepare modality (methodology, selection of respondent/ participants, timeline etc.) of study and will hire consultancy firms/companies to conduct studies on the effectiveness of trainings/orientations delivered at provincial level. The consultancy firms will present the result of the studies in the form of comprehensive reports. The results and reports of the study will be widely shared with different stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	1	Study report	1000
KARNALI PROVINCE-PCGG	1	Study report	500
SUDURPASCHIM PROVINCE-PCGG	1	Study report	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.8: Learning sharing and exposure visit for PCGG staffs**

**Narrative:** With an aim to build capacity of the government officials and elected representatives, an exposure and knowledge sharing-visit will be organized. The visits are expected to be helpful to government officials and elected representatives gaining an understanding of inter-governmental relationships, including collaboration, cooperation and coordination among the three tiers of government, and roster management. Following the visit, an action plan will be developed to translate the learnings into action in the context of federalism in Nepal.

**Implementation Arrangement:** The PCGG, in close coordination with the OCMCM, will prepare modality (methodology, selection of visit area, timeline etc.) and plan and conduct the visit accordingly. Upon completion of the visit a comprehensive report on learning and sharing of visit will be prepared and shared with relevant stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	1	Exposure visit	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.9: Conduct Capacity Needs Assessment of Province ministries (staff and representatives)**

**Narrative:** The study of capacity needs for the provincial level (staff of ministries and related offices, representatives) is required to plan and deliver demand/need-based training/coaching to the relevant participants. The study will provide gaps and areas to be addressed in terms of capacity development. The finding of the report will be an important basis to design and plan capacity building plans for PLGs.

**Implementation Arrangement:** The consultant will be outsourced for the assignment as per the government norms and processes. The consultant will work in close coordination with PTA/PLGSP.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Lumbini Province-PCGG, 1 (Study report), NPR: 500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.10: Conduct orientation and thematic trainings (PFM, IPF Monitoring and Reporting, IT & E-governance, capacity development, curriculum development and so on) to the TA and MoFAGA staff**

**Narrative:** Thematic orientation and training/s will be provided to the PCU, PPIU and PCGG specialists/experts and other relevant staff. These thematic orientations/training will be facilitated by a range of expert resource persons in the respective focus areas. The resource persons will include experts from GoN, UN(DP) as well as external experts, including from different academia/research institutions.

**Implementation Arrangement:** A consulting firm will be hired to arrange logistics and other operational aspects of the orientations and training, with technical and logistical support from UNDP and other stakeholders as relevant. The training will be facilitated by a range of expert resource persons in the respective focus areas as much relevant. Given the current difficulties to travel, the programs might require relying on a virtual approach to enhance knowledge and skills of the participants. E-learning and certified online courses will also be included to enhance the knowledge, skill and capacities of the TA staff.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 6 (Trained 109 specialists/experts government officials on different themes), NPR: 9000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.11: Support capacity building initiative through exposure cum knowledge sharing visit**

**Narrative:** With an aim to build capacity of the government officials and elected representatives, an exposure and knowledge sharing-visit will be organized. If it is not possible to organize an exposure visit due to the pandemic, an e-learning course on relevant subjects will be developed. The visit/e-learning course is expected to be helpful to government officials and elected representatives gaining an understanding of inter-governmental relationships, including collaboration, cooperation and coordination among the three tiers of government, and roster management. Following the visit/e-learning course, an action plan will be developed to translate the learnings into action in the context of federalism in Nepal.

**Implementation Arrangement:** MoFAGA / PCU in consultation with UNDP will implement this activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Exposure visit events), NPR: 9000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

**Activity 13.12: Organize half yearly experience sharing workshops of PLGSP**

**Narrative:** A two-days' experience sharing workshops of PLGSP with focus on GESI will be organized on a half yearly basis to facilitate cross learning and create a community of practice for PLGSP staff. These workshops will provide a platform to build synergy and coherence among PLGSP team in the application of GESI principles and approaches to strengthen GESI responsive policy formulation, planning, budgeting and monitoring of developmental activities at the sub-national level in line with the national SDGs targets. In FY 2021/2022, two review and reflection workshops will take place.

**Implementation Arrangement:** MoFAGA / PCU in consultation with UNDP will implement activity.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 1 (Half yearly review and reflection of PLGSP), NPR: 3450

## Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

### **Activity 14.1: Organize capacity building training on various thematic areas to elected representatives and civil servants at the local level**

**Narrative:** The federal governance system with three layers of government is a new practice for Nepal. After restructuring, the staff adjustment in three government tiers has also been recently conducted. A significant number of LG staff who are deployed at the local level from various domains and with different expertise. Thus, both LG elected representatives and staff face challenges to deliver their day to day activities. Hence, with the objective to develop capacity and enhance skill of elected representatives and staff of different sectors, trainings on various thematic areas have been planned at province level. Different capacity building trainings in different thematic areas planned by different Provinces have been listed below in the table.

**Implementation Arrangement:** PCGGs will either use the result of the needs assessment conducted or will conduct one to identify areas of capacity development needed to make LGs service delivery effective. Then, in coordination with OCMCM and PCU, the PCGGs will prepare a program plan, identify resource persons (firm or individual) from CDMIS, and they will be recruited to conduct the interaction program based on ASIP.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINC E 1-PCGG	Organize capacity building training on planning, budgeting and result based monitoring.	5	Training Event	1500
	Organize capacity building training on Transformational leadership to elected women representatives of Dalit and marginalized community.	5	Training Event	1500
	Organize capacity building training on Disaster management to LGs	5	Training Event	1500
	Organize capacity building training on service delivery system to ward committee members of LGs	10	Training Event	2000

	Organize capacity building training on financial discipline like Public procurement act, and advance settlement management and financial responsibility to finance staff of LGs.	5	Training Event	1500
	Organize capacity building training on (incl. interaction programme) on ICT related topics to IT officers	2	Training Event	600
	Organize capacity building training based on findings of LISA and CD plan along with other contemporary demand for representatives and staffs of LGs,	10	Training Event	3000
PROVINCE 2-PCGG	Organize capacity building training on findings of LISA and CD plan along with other contemporary demand for representatives and staffs of LGs	1	TBD	1000
	Organize capacity building training on law making training for concerned representatives and staffs of LGs	2	Training event	500
	Organize capacity building training on public procurement and financial management for procurement unit members of LGs	8	Training event	4000
	Organize capacity building training on building code to newly recruited Engineers of LGs	3	Training event	1800
	Organize capacity building training on effective operationalization of Judicial works and mediation to judicial committee members	8	Training event	2000
	Organize capacity building training on transformative leadership to elected women representatives from Dalit, ethnic priority groups and others	4	Training event	800
	Organize capacity building training on e-Governance to ITOs of LGs	2	Training event	1000
	Organize capacity building training on SDG localization for elected representatives and LGs staffs	5	Training event	750

	Organize capacity building training on service delivery and people interface for ward level staffs of LGs	16	Training event	2400
	Organize capacity building training on roles and responsibilities in sectoral committees for elected representatives and staffs	8	Training event	1600
BAGMATI PROVINC E-PCGG	Organize capacity building training on the Local Government Operation Act for different Sectoral Committee Members as Provisioned	119	Sectoral Committee of the all 119 LGs	2380
	Organize capacity building training on various thematic area to elected representatives and CD to Staffs of LGs	119	LGs	2380
	Organize capacity building training on e-Governance	3	Training Event	1800
	Organize capacity building training on Public Procurement Management for LGs	15	Training Event	4995
	Organize capacity building training on GESI for the GESI Focal Person of the LGs	4	Training Event	2000
	Organize capacity building training (MToT/ToT) on different sectors	5	Training Event	2500
	Organize the capacity development training on judicial committee of LGs (8 districts)	8	District	1200
GANDAKI PROVINC E-PCGG	Organize capacity building training on various thematic area to elected representatives and CD to Staffs of LGs	1	Training Event	30000
LUMBINI PROVINC E-PCGG	Organize capacity building training on various thematic area (Local Planning, M&E, SDG, GESI, Leadership, office management and service delivery, Judicial committee, IT skill to ward secretaries, etc) to staff and representatives of LGs	80	Training Event	18000
	Organize capacity building training on ICT related topics to IT Officers (residential training)	3	Training Event	1500

	Organize capacity building training on Public Finance Management and procurement to LGs (Residential training to staff and representatives)	3	Training Event	2400
	Organize capacity building training TOT on Mediation for LGs (Conduct 48 hours training to develop mediators in LG)	1	Training Event (TOT)	1000
KARNALI PROVINC E-PCGG	Organize capacity building training on fiscal federalism and revenue management for Local Representatives	3	Training Event	1500
	Organize capacity building training (ToT) on Local level planning process, SDG localization in cluster	2	Training Event (TOT)	1000
	Organize capacity building training on relevant thematic areas for Engineers of LGs	2	Training Event	3000
	Organize capacity building training on advanced public procurement to LGs	8	Training Event	4000
	Organize capacity building training on EIA /IEE to technical staffs	2	Training Event	1400
	Organize capacity building training on tender management /evaluation training to technical staffs	2	Training Event	1000
	Organize capacity building training on various thematic areas (demand based) for Elected representatives and officials of LG	1	Training Event	10000
SUDURPA SCHIM PROVINC E-PCGG	Organize capacity building training on ICT (incl GEA, Interoperability framework, ICT Infrastructure Management, Security Audit, and other related area)	4	Event	2000
	Organize capacity building training on various thematic area to the staff of local level governments	15	Event	7500
	Organize capacity building training on survey, design, building codes to the technical person from LGs	2	Event	1000
	Organize capacity building training on procurement for the LG staff	4	Event	1600

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.2: Conduct Orientation on various thematic areas to elected representatives and civil servants at the local level**

**Narrative:** The federal system with three layers of government is a new practice for Nepal. After restructuring, the staff adjustment in three government tiers has also been recently conducted. A significant number of LGs staff are deployed from various domains and with different expertise. Thus, both elected representatives and staff face challenges to deliver their day to day activities. Hence, with the objective to develop capacity and enhance skill of elected representatives and staff of different sectors, orientation on various thematic areas have been planned at province level.

**Implementation Arrangement:** PCGGs will either use the result of the needs assessment conducted or will conduct one identified areas of capacity development needed to make its service delivery effective. Then, in coordination with OCMCM and PCU the PCGG will prepare a program plan, identify resource persons (firm or individual) from CDMIS, and they will be recruited to conduct the orientation program based on ASIP.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PCU	Organize workshop on federal issues in coordination with LG Associations	3	Workshop event	7500
PROVINCE 1-PCGG	Organize orientation on development and localization of sustainable development indicator at local level	5	Event	1000
	Organize orientation on quality control mechanism of physical infrastructure, NBC and IEE, to LGs technical officials	5	Event	1500
BAGMATI PROVINCE-PCGG	Organize orientation on Sustainable Development Goal (SDGs) Localization	10	LGs	1000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.3: Organize workshop (interaction) program different agenda and topics at local level**

**Narrative:** Federalism and its areas are new concepts for Nepal and there are various issues and concepts that are new to federal governance. Therefore, for the purpose of interacting as well as teaching hands-on skills to elected representatives as well as staff, PLGSP is planning to organize workshops or interaction on various different thematic and domains targeting LG officials and elected representatives. Different workshops/interaction in different areas have been planned by different Provinces which are listed below in the given table.

**Implementation Arrangement:** In coordination and consultation with the PLGs and analysis of the context, PCGG plans to organize workshops/interaction programmes at the provincial level. The content and program will be developed in close coordination with PCU, OCMCM and resource persons selected from CDMIS following government norms and procedures.

**Implementing unit, Activity, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activity	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	Organize workshop (coordination meeting) with the CD Related Stakeholders	6	Workshop event	300
LUMBINI PROVINCE-PCGG	Organize workshop on conflict management, mediation and alternative option of conflict management for judicial committee members and staffs of LG	2	Workshop event	1000
SUDURPASCHIM PROVINCE-PCGG	Organize workshop on Leadership Development of Local Level People's Representatives	3	Workshop event	1800

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.4: Conduct pre-service training (induction/ service entry training) for newly recruited local level staffs**

**Narrative:** An induction or pre-service training to newly joined LG staff on their roles and necessary knowledge, skills and behaviors is highly required for effective performance upon their deployment. Through this induction/pre-service training, the participants (newly appointed staff) will obtain basic knowledge and information on different thematic areas that will help them to take up their roles as per their mandate once they join the office.

**Implementation Arrangement:** The participants will be selected based on criteria and their request/need to join the pre-service training. The groups of participants will be arranged to make uniform participants (level/joining date/location of offices, etc.). A standard course for assistant and officer levels will be prepared/customized. The training will be organized on a cluster basis in different places of the provinces. Resource personnel (firms/ individuals) from CDMIS will be selected and deployed in consultation with OCMCM and LGs.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000):**

Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	5	Training event	2500
PROVINCE 2-PCGG	5	Training event	2500
BAGMATI PROVINCE-PCGG	800	LG staffs to be capacitated	6400
LUMBINI PROVINCE-PCGG	1	Training event	700
KARNALI PROVINCE-PCGG	3	Training event	1500
SUDURPASCHIM PROVINCE-PCGG	2	Training event	1400

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

#### **Activity 14.5: Conduct in-service training for Local level Staff**

**Narrative:** The need for in-service training for LG officials is important and required for their efficiency as well as to support in their career development. In-service training to the government staff is equally important for providing effective and quality service delivery to the citizens. There is an existing 35-40 days standard in-service course approved by the government authority, and there has been increasing demand from the staff. The participants of this training will be of various level of government officials working at the local level.

**Implementation Arrangement:** The participants will be selected based on criteria and their request to take in service training. The groups of participants will be arranged to make uniform participants (level/joining date/location of offices etc.). A standard course for assistant and officer levels will be prepared/customized. The trainings will be organized on a cluster basis in different places of the provinces. Resource personnel (firms/ individuals) from CDMIS will be deployed in consultation with OCMCM and LGs.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Unit	Activities	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	Conduct in-service training for LGs staffs	2	Training event	2000
LUMBINI PROVINCE-PCGG	Conduct in-service training for LGs staffs (Assistant and Officer level)	2	Training event	3200
KARNALI PROVINCE-PCGG	Conduct in-service training for LGs staffs (Assistant level and officer level)	4	Training event	4000
SUDURPASCHIM PROVINCE-PCGG	Conduct in-service training for LGs staffs	4	Training event	4800

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.6: Prepare CD manuals, curriculum, and training materials through PCGG**

**Narrative:** There are numerous training plans to be delivered in PLGs in this fiscal year. Hence, different training packages, training modules, manual and curriculum will be developed for smooth delivery of training in different thematic areas. These materials will be prepared and approved by the curricula committee.

**Implementation Arrangement:** Individual consultant/consulting firms will be hired to design training modules, curriculums and training materials.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 2-PCGG	3	Training module	1500
BAGMATI PROVINCE-PCGG	10	Training module	1000

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.7: Conduct a study on effectiveness of training delivered at local level (LG)**

**Narrative:** A number of capacity trainings/orientations on various areas have been organized by PLGSP for government officials and elected representatives at provincial and local level. The main objective of these trainings/orientations is to build the capacity of government officials/representatives so that they can effectively perform their roles and provide quality services to citizens. In this context, PCGG is planning to conduct the study to assess the effectiveness of the different trainings/orientations whether or not it has helped in building capacities and competencies of LG officials and representatives.

**Implementation Arrangement:** The PCGGs, in close coordination with the relevant stakeholder, will prepare modality (methodology, selection of respondent/ participants, timeline etc.) of studies and will hire consultancy services to conduct study on effectiveness of trainings/orientations delivered at local level, and present the result of the study in the form of comprehensive reports. The result and findings of the study will be widely shared with relevant stakeholders.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
BAGMATI PROVINCE-PCGG	2	Study report	500
KARNALI PROVINCE-PCGG	1	Study report	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.8: Learning, sharing and exposure visits (Inter-Provincial Learning Visit)**

**Narrative:** Learning, sharing and exposure visit among different LGs has been planned mainly to share the best practices of LGs with each other. This is mainly organized targeting LGs representatives so that they have an opportunity to learn from each other.

The learning, sharing and exposure visit is expected to be helpful to LGs representatives gaining an understanding of different best practices and services that have been applied by different LGs. Following the visit, an action plan will be developed to translate the learnings into action in the context of federalism in Nepal.

**Implementation Arrangement:** The PCGG, in close coordination with the OCMCM, will prepare modality (methodology, selection of visit area, timeline etc.) and plan and conduct the visit accordingly. Upon completion of the visit a comprehensive report on learning and sharing of visit will be prepared and shared with relevant stakeholders. The learning of the one local level will be shared and replicated to the participants of the Bagmati Province. The PCGG will coordinate and manage the learning events.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Bagmati Province-PCGG, 1 (Exposure visit event), NPR: 500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.9: Conduct Capacity Needs Assessment of LGs (staff and representatives), Study /research on status of CD and governance related topics**

**Narrative:** Capacity Need Assessment is necessary to design and deliver suitable and demand based training/coaching to the staff and representatives of LGs. LISA provides a broader idea on overall institutional capacity needs but does not provide the exact capacity needs and gaps of LG staff and representatives. Thus, it is important to know the common needs, challenges and requirements to design appropriate standard courses and deliver them accordingly. Therefore, a capacity needs assessment of LG officials and representatives has been planned in Lumbini province.

Similarly, a study on governance/service delivery needs or post training study will be planned to provide support and guidance to LGs.

**Implementation Arrangement:** The activities will be implemented in close coordination with PCU. External expert consultant will be hired and S/he will work with CD Expert and other experts as per need.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Lumbini Province-PCGG, 1 (Study report), NPR: 500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.10: Organize orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act for newly elected representatives of LGs**

**Narrative:** It is assumed that the next local election will be held sometime in next FY and newly elected representatives will assume their new roles and responsibility. In this context, newly elected representatives will need a basic legal and operational management knowledge to furnish their responsibilities. In this situation, a special training curriculum will be designed and delivered for the newly elected representatives particularly focusing to ease their new responsibilities on legal and management of the local governments.

**Implementation Arrangement:** PCGG will design a special curriculum on legal and management of the local governments and approved from the curriculum committee. The events will be conducted by hiring the competent consultants from the roster.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	137	LGs	13700
PROVINCE 2-PCGG	136	LGs	13600
BAGMATI PROVINCE-PCGG	119	LGs	11900
GANDAKI PROVINCE-PCGG	85	LGs	8500
LUMBINI PROVINCE-PCGG	109	LGs	8500
KARNALI PROVINCE-PCGG	79	LGs	7900
SUDURPASCHIM PROVINCE-PCGG	88	LGs	8800

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

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Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.11: Conduct orientation on environment friendly local governance framework**

**Narrative:** MoFAGA has prepared an environment friendly local governance framework, thus orientations have been planned to orient LGs to localize and adopt the environment friendly local governance framework. This activity has been planned to orient selected LGs of each province.

**Implementation Arrangement:** PCGG will implement this activity in close coordination with PCU.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	Orientation event	500
PROVINCE 2-PCGG	1	Orientation event	500
BAGMATI PROVINCE-PCGG	1	Orientation event	500
GANDAKI PROVINCE-PCGG	1	Orientation event	500
LUMBINI PROVINCE-PCGG	1	Orientation event	500
KARNALI PROVINCE-PCGG	1	Orientation event	500
SUDURPASCHIM PROVINCE-PCGG	1	Orientation event	500

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

#### **Activity 14.12: Organize ToT on MTEF for resource person at province level**

**Narrative:** As per the provision in the Intergovernmental Fiscal Management Act 2074, federal, provincial and local governments are required to prepare public expenditure statements in every fiscal year. While preparing the public expenditure statement, it is also mandatory for them to prepare the MTEF of three years by highlighting the objective of the projects, outputs and outcomes to be achieved, source of expenditure and projection of outputs and outcomes expected to be achieved from the amount expended, expenditure strategy and actual statement of the achievement or non-achievement of targets according to the allocated expenditure of the last fiscal year if the project is ongoing. However, MTEF preparation is a new approach for LGs and it requires enhancing their capacity. Therefore, a TOT at the province level has been planned.

**Implementation Arrangement:** PCGGs will organize ToTs for resource persons in consultation with PCU. These trainers will be utilized by PCGGs to orient elected representatives and staff at LGs.

#### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

Implementing Unit	Milestone (Unit)	Milestone (Explanation)	Total Budget NPR '000
PROVINCE 1-PCGG	1	TOT event	700
PROVINCE 2-PCGG	1	TOT event	700
BAGMATI PROVINCE-PCGG	1	TOT event	700
GANDAKI PROVINCE-PCGG	1	TOT event	700
LUMBINI PROVINCE-PCGG	1	TOT event	700
KARNALI PROVINCE-PCGG	1	TOT event	700
SUDURPASCHIM PROVINCE-PCGG	1	TOT event	700

*Outcome 3: Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.*

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

### **Activity 14.13: Organize TOT on FRRAP for resource person at province level**

**Narrative:** Managing fiduciary risks is vital for ensuring downward accountability and delivering tangible results. A fiduciary risk is the risk that funds are not used for their intended purpose, do not achieve value for money, do not produce their expected results or are not properly accounted for. A FRRAP is necessary to identify the tasks and activities involved in addressing the public financial management reform initiatives and in mitigating the fiduciary risks associated with day-to-day operation. The FRRAP is a new concept which LGs elected representatives and officials are not yet familiar with. Hence, they need to be oriented before introducing FRRAP in LGs. Resource persons will be mobilized to orient officials of LGs. Trainers will be developed through ToT who in turn will be utilized by PCGG to orient other resource persons on FRRAP.

**Implementation Arrangement:** PCGGs will organize ToTs for resource persons in consultation with PCU. These trainers will be utilized by PCGGs to orient elected representatives and staff at LGs.

### **Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

<b>Implementing Unit</b>	<b>Milestone (Unit)</b>	<b>Milestone (Explanation)</b>	<b>Total Budget NPR '000</b>
PROVINCE 1-PCGG	1	TOT event	700
PROVINCE 2-PCGG	1	TOT event	700
BAGMATI PROVINCE-PCGG	1	TOT event	700
GANDAKI PROVINCE-PCGG	1	TOT event	700
LUMBINI PROVINCE-PCGG	1	TOT event	700
KARNALI PROVINCE-PCGG	1	TOT event	700
SUDURPASCHIM PROVINCE-PCGG	1	TOT event	700

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services

**Activity 14.14: Provide support in higher studies program on key areas for staff working at PPIU/PCGG**

**Narrative:** This activity basically focuses on the capacity building of the officials working in the PPIU/PCGGs at the provincial level and officials of the federal government. As per PLGSP Programme Document, "All the professional staff of PCGG will be provided with an opportunity to develop their capacity by working closely with specialists as well as through short and long term courses/training in their respective areas" (See section 5 project management, pg # 69 published document). The need for this course was assessed from the provinces through a virtual conversation and in discussion at the MoFAGA. Public policy and management and public financial management have been identified as potential priority areas. Other key areas identified as relevant by the PLGs will also be considered. This activity will be an initiation of PLGSP support and the government will continue after the PLGSP ends. For the fiscal year 2021/22, the total targets is 30 officials. Since in the previous fiscal year, only five officials could join the course against the number of 15 agreed with DPs in April 2021, the number and budget for the fiscal year 2021/22 thus has been increased to 30 including those five who joined in 2021. PLGSP will keep the higher study schemes for the official of the PPIU/PCGG within the budget and number agreed with DPs in April 2021.

After participating in the designated course, the PCGGs officials are expected to be able to better interpret, update and utilize the numbers of systems, tools framework developed by PLGSP, such as LISA, SuTRA, FRRAP, towards making government institutions and mechanisms functional, inclusive and accountable in the long run. PPIU/PCGG officials will use their enhanced knowledge and skills while delivering the capacity development activities after the completion of the course. The government will ensure to have policies and provisions to retain the trained staff in the PPIU/PCGG for a significant period of time, i.e. at least one year beyond the finalization of the master programme. PPIU/PCGG officials will continue to be mobilized as resource persons even after the project ends. Further to this, PCGGs are expected to be highly professional institutions to deliver the capacity development activities to the PLGs in various thematic areas. This course will enable the PCGG officials to develop/adapt the training content in terms of basic concept, principles and national and international practices catering to the needs of the PLGs in the contemporary issues of federalism and the governance system over time. In addition, the higher course offered will complement the short-term course to be delivered by PCGGs under the support of PLGSP to the elected representatives and government officials at the local level.

**Implementation Arrangement:**

In line with the spirit of the Programme Document, MoFAGA signed a MoU with Kathmandu University (KU) to offer higher studies on public financial management for the capacity

enhancement and knowledge management of PPIU/PLGSP officials. The selected academic institution will develop objective criteria to select the candidates from the government institutions in a way that can avoid the unwanted influences in selecting the desired/appropriate candidates. Although the institute will work in coordination with MoFAGA, they will be given authority to work independently in selecting the candidates as per the requirement of the course.

**Implementing unit, Milestone Unit (milestone explanation), Total Budget (in 000)**

PCU, 30 (Number of government officials supported for applied cum master degree courses),  
NPR: 10850

### **3. Technical Support to Implement the ASIP 2021/22**

UNDP provides technical assistance (TA) for the implementation of PLGSP. The focus of the TA support from UNDP for the fiscal year 2021/22 will be on making the PCGGs fully operational, hiring, capacity building and mobilization of the TA staff, procurement of vehicles, strengthening systems and procedures, development of policies, guidelines, and tools, and complementing the COVID-19 response initiatives through coordination with key stakeholders. Since the PCGGs are key to ensure timely delivery of the Programme, UNDP's expertise and experiences will be mobilized in developing guidelines, systems, and procedures. The PCU will coordinate with UNDP to enhance knowledge, skills and expertise of all staff on the basics required to work for the Programme, as well as to provide customized trainings and mentoring support. As provisioned in the TA Project Document, UNDP will purchase 17 vehicles for the PCU, PPIUs and PCGGs. UNDP's support will also be utilized for developing policies, guidelines, and tools that require a high level of expertise, both national and international.

### **4. Development Partner (DP) Coordination**

- To ensure effective partnerships among DPs who are working in the area of sub-national governance, DP coordination remains a crucial function of the Programme. Therefore, PLGSP management will liaise continuously with UNDP as the TA partner, DPs, other UN agencies and government entities to ensure coherent and consistent understanding and awareness of ongoing efforts, mutual learning, and improvement and accountability, focusing on effective implementation of the PLGSP.
- Efforts will be made to align other interested but non-coordinated and non-aligned programmes/projects and DPs working in the areas of governance with PLGSP. PCCs will coordinate with DPs and other key stakeholders to harmonize the cross learning and improvement at the provincial level.
- Periodic sector coordination meetings have been planned to provide a platform to both DPs and government agencies to discuss key lessons learnt, and challenges encountered, including progress review of PLGSP against the broader results framework during the Programme implementation. This coordination will not only be helpful to onboard and retain DPs within the PLGSP framework, but also to provide space for harmonization and synergies between DPs and PLGSP in their area of work.

### **5. Programme Management**

As envisioned in the Programme Document and the Joint Financial Agreement (JFA), ASIP 2021/22 will be effectively implemented by presenting plans and progress periodically to the Technical Assistance Sub-Committee (TASC), National Advisory Fiduciary Risk Management Sub-Committee (NAFRMSC), National Executive Committee (NEC), and National Steering Committee (NSC), ensuring their guidance and feedback are considered for improvements. Further, any issues and challenges encountered will be presented and timely addressed through these arrangements. In addition, other consultative meetings and workshops have been planned with federal government agencies and other relevant stakeholders for sharing learnings and making improvements.

## **6. Monitoring and Learning**

The progress of the Programme will be monitored and tracked using different tools, with GESI disaggregated indicators where possible, such as result tracker, annual monitoring and evaluation plan, and reporting templates and formats for both planned Programme outputs and financial delivery. The progress will be updated on a trimester and annual basis. Review reflections will be organized, issues and problems will be addressed, and success cases will be captured to promote learnings and improvements in the Programme. Key activities planned for 2021/22 include:

- Joint monitoring visits will be carried out to understand the implementation status of the PLGSP, as well as to review the progress;
- Third party monitoring and evaluation will be conducted;
- Documentation of success cases/best practices;
- Baseline survey to collect baseline information;
- Regular progress tracking, measurement and reporting;
- PLGSP Mid-Term Review.

## **7. Budget**

The total budget of PLGSP for FY 2021/22 is Rs 3386.950 million which is 5.34% less than the budget for PLGSP ASIP 2020/21. In the total budget, the contribution of GoN is Rs 37.200 million (1.1%) and that of TA is 430.250 million (12.70%), and that of JFA is 2919.500 million (86.2 %). Of the total budget, 844 million NPR (24.94 %) (included both dedicated and contributing activities) is estimated to be spent for GESI related activities in the PLGSP. For more details, see the following budget summary table.

The budget for this year could not be increased because of the current COVID-19 context, which resulted in the low delivery of budget in the previous fiscal year. This has been discussed with institutional mechanisms involved in the planning process at various levels.

### Budget Summary (in NPR '000)

Outputs	Province 1		Province 2		Bagmati		Gandaki		Karnali		Lumbini		Sudurpaschim		Total Province			PCU				Grand Total	in %	
	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	PPIU	PCGG	Total	GoN	JFA	TA	Total			
Output 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7500	2000	9500	9500	0.28%	
Output 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8501	51898	15800	76199	76199	2.25%	
Output 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500	30700	0	31200	31200	0.92%	
Output 4	3300	0	5000	0	3300	0	1000	0	3000	0	5000	0	3500	0	24100	0	24100	0	0	0	0	24100	0.71%	
Output 5	5450	0	5300	0	3000	0	1900	0	7350	0	5100	0	5400	0	33500	0	33500	0	0	0	0	33500	0.99%	
Output 6	11300	0	10100	0	9020	0	17700	0	9600.1	0	9720	0	11900	0	79340.1	0	79340.1	0	0	0	0	79340	2.34%	
Output 7	0	37600	0	30100	0	18500	0	5000	0	14000	0	4500	0	43400	0	153100	153100	0	0	0	0	153100	4.52%	
Output 8	0	119450	0	117700	0	101150	0	76550	0	92650	0	72150	0	77300	0	656950	656950	16999	511527	0	528526	1185476	35.00%	
Output 9	0	7850	0	7000	0	4700	0	4400	0	4700	0	4700	0	5200	0	38550	38550	0	0	0	0	38550	1.14%	
Output 10	0	55050	0	57300	0	50150	0	39650	0	43250	0	28150	0	34600	0	308150	308150	0	0	0	0	308150	9.10%	
Output 11	0	2500	0	2550	0	600	0	3800	0	2000	0	50	0	500	0	12000	12000	0	6000	0	6000	18000	0.53%	
Output 12	76500	0	76500	0	76500	0	76500	0	76500	0	76500	0	76500	0	535500	0	535500	0	4900	0	4900	540400	15.96%	
Output 13	0	9800	0	11900	0	9175	0	10000	0	4800	0	8800	0	11150	0	65625	65625	0	0	21450	21450	87075	2.57%	
Output 14	0	32200	0	37350	0	40755	0	40400	0	38700	0	40700	0	30800	0	260905	260905	0	18350	0	18350	279255	8.25%	
Operation	5000	6000	5000	6000	5000	6000	5000	6000	5400	5550	5030	6000	5750	6000	36180	41550	77730	11200	20825	391000	423025	500755	14.78%	
Machinery	1500	1500	1500	1500	1550	1500	1500	1500	2300	2000	1500	1500	1500	1500	11350	11000	22350	0	0	0	0	22350	0.66%	
TOTAL	103050	271950	103400	271400	98370	232530	103600	187300	104150	207650	102850	166550	104550	210450	719970	1547830	2267800	37200	651700	430250	1119150	3386950	100.00%	
Grand Total	375000		374800		330900		290900		311800		269400		315000											

## 8. Risks and Mitigation Measures

The following table includes the updated risk matrix for the Programme. In addition to the COVID-19, there is one additional risk added in the risk matrix for next year which is associated with the government's time to hold local elections. Two risks associated with COVID-19 are extremely important to address for the effective implementation of the programme. First, there is a risk that the pandemic will continue till next year, with high impact on Programme implementation. The Programme will regularly monitor the context at the local level and review it at a broader level to explore alternative mechanisms to achieve the results. The Programme will focus on improving the efficiency of the PLGs on resource mobilization initiatives. Second, there is risk of PLGs having low HR capacity with medium impact on the programme. Programme will focus on applying broadened capacity development strategies to improve efficiency. Third, the local election next year may adversely affect the programme implementation. PCCG/PPIU will reschedule the implementation plan to avoid organizing events and activities at the local level during the election time.

Table 3: Risks, impact and mitigation measures

S.N	Risks	Probability	Impact	Mitigation Measures
1	Local elections next year may affect the Programme implementation adversely.	High	Medium	Reschedule the implementation plan to avoid organizing events, and activities during election time at the local level.
1	COVID-19 pandemic continues prevailing into next fiscal year.	High	High	Adjust the working modality in line with the government guidelines. Adopt innovative measures (e.g. online and virtual) to implement the activities as far as possible
3	Local Governments will not be getting additional HR at work due to measures imposed by Federal and Provincial Governments	High	Medium	Broaden capacity development strategy for local governments and use additional experts, volunteers, interns as technical hands/resource persons to help PLGs

4	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.
5	Weak coordination between the PPIUs and PCGGs.	Medium	Low	Establish Coordination Mechanisms under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members. Ensure that regular coordination meetings take place to harmonize efforts and optimize results.
6	Weak financial management in provincial and local governments	Medium to High	Medium to High	Strengthen PFM system at all levels. Increased awareness of the importance of robust PFM amongst leadership at sub-national levels. Link capacity development activities with findings of LISA assessment.  Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)
7	Programme activities cannot be sustained when the programme ends	Medium	High	Institutionalize cost sharing mode of capacity building in provincial and local governments.  Develop and institutionalize PCGGs as centers of excellence at provincial levels in a self-sustained way
8	Weak voice of local governments (lack of the recognition of Local Government Associations -LGAs)	Low	Low to Medium	Recognize the LGAs as forums for local governments for collective consultations and representation at provincial and federal levels

9	Non-JFA DPs and INGOs working in governance reform and capacity building reluctant to align within the PLGSP framework	Low	Low to Medium	Better coordination with non-JFA DPs and INGOs through a regular dialogue and coordination process. Flexible Programme approach to allow non-JFA DPs to operate within the PLGSP framework
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