



PROVINCIAL AND LOCAL GOVERNANCE SUPPORT PROGRAMME (PLGSP)

ANNUAL PROGRESS REPORT

Reporting Year

Fiscal Year: 2077/78 (Mid July 2020 – Mid July 2021)

Government of Nepal
Ministry of Federal Affairs and General Administration
Provincial and Local Governance Support
Programme
Singhdurbar, Kathmandu
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ABBREVIATION

ASIP	:	Annual Strategic Implementation Plan
CCMC	:	COVID-19 Crisis Management Centre
CD	:	Capacity Development
COVID-19	:	CoronaVirus Disease- 2019
DCC	:	District Coordination Committee
FCDO	:	Foreign Commonwealth Department Organization
DP	:	Development Partners
FCGO	:	Financial Controller General Office
EU	:	European Union
FCNA	:	Federal Capacity Need Assessment
FY	:	Fiscal Year
GESI	:	Gender Equality and Social Inclusion
GoN	:	Government of Nepal
ICT	:	Information & Communication Technology
IPF	:	Innovative Partnership Fund
IT	:	Information Technology
ITO	:	Information Technology Officer
JFA	:	Joint Financial Agreement
LDTA	:	Local Development Training Academy
LG	:	Local Government
LISA	:	Local Institutional Self-Assessment
M&E	:	Monitoring and Evaluation
MIS	:	Management Information System
MoFAGA	:	Ministry of Federal Affairs and General Administration
NEC	:	National Execution Committee

NPD	:	National Programme Director
NPM	:	National Programme Manager
OCMCM	:	Office of the Chief Minister and Council of Ministries
PCC	:	Provincial Coordination Committee
PCGG	:	Provincial Centre for Good Governance
PCU	:	Programme Coordination Unit
PFM	:	Public Financial Management
PG	:	Provincial Government
PLG	:	Provincial and Local Governments
PLGSP	:	Provincial and Local Governance Support Programme
PPIU	:	Provincial Programme Implementation Unit
SDC	:	Swiss Development Cooperation
SuTRA	:	Sub National Treasury Regulatory Application
TA	:	Technical Assistance
TASC	:	Technical Assistance Sub Committee
TASP	:	Technical Assistance Service Provider
ToR	:	Terms of Reference
ToT	:	Training of Trainers
UK	:	United Kingdom
UN	:	United Nations
UNDP	:	United Nations Development Programme
USD	:	United States Dollar

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Executive Summary

The Provincial and Local Governance Support Programme (PLGSP) is the national flagship programme of the Government of Nepal (GoN) to build institutional, organizational and individual capacity at all levels of government, with special focus on the provincial and local levels. The ultimate goal of the Programme is to attain functional, sustainable, inclusive and accountable provincial and local governance. The Programme aims to contribute to the delivery of quality services at provincial and local levels, promote local development and enhance economic prosperity.

This is the progress report for the period of 16 July 2020 - 15 July 2021.

21,480 officials and elected representatives have been trained, of which 8% are Dalit, 20 % Janajati, 9 % Madhesi and 60 % are others. The officials and elected representatives of the PLGs have enhanced their knowledge and understanding of GESI, public finance management, budget planning, RIAC's role, LISA/MTEF, IT & e-governance, monitoring and evaluation, service-entry and on-the-job training, law drafting and revision, SuTRA CD plans, RIAPs of LGs, and have applied the acquired knowledge in the planning of local development initiatives.

Good progress has been made in developing the capacity and capabilities of PLGs and in undertaking underpinning analyses and baselining. For example, GESI, Fiduciary Risk Management and controls, budgeting, procurement, CD and periodic plan preparation, MTEF, IT training and LISA have all taken good steps in the reporting period.

However, given the continuing challenges of Covid-19, the rate of delivery against almost all metrics and outputs has been less than planned. Nationally, the necessary legislation to deliver the full powers, capabilities, roles and responsibilities for each level of government as determined by the Constitution, has yet to be enacted, a situation replicated within the PLGs themselves. This, combined with the slow rate of redeployment of staff from the federal government to PLGs and high levels of turnover, has also presented the Programme (and PLGs) with significant limitations to capacity, delivery and engagement.

UNDP's Technical Support (TA) contributed to implementing planned activities. The key focus of the TA in the reporting period was capacity building, continue backstopping and mobilization of the TA staff. Further to this, the TA support under the leadership of PLGSP greatly contributed to delivering capacity building through the PCGGs in all the provinces. The PLGSP in coordination with UNDP, enhanced capacity of PLGSP staff from all provinces through an induction orientation and a team building workshop that provided a platform for enhanced internal communication, relationship and working environment and to develop buy-in on leadership/proactive behaviors needed to achieve the PLGSP goals. However, frequent turnover of the staff with a total 11 turnout in the reporting year remained as a challenge from TA point of view.

The expenditure (in NPR) during the reporting period is 839.70 million which is 26.19 % of the total budget planned. The expenditure is 71.02 %, 61.32 % and 17.02 % for PCU, FCGO and the province respectively.

Similarly, the expenditure for the reporting period under TA is 1005135.54 (USD) for the period of 1 January- 15 July 2021, which is 60.79 % of the total budget of the same period.

Frequent interaction between NPM/NPD from MoFAGA/PCU and PPMs/PPDs/EDs from the Provincial Governments, along with the TA staff, proved very useful in increasing the understanding of the programme objectives and driving the implementation process. Feedback received from the participants in the training conducted from PCGGs has reflected a need for the improvement in the subject matter of the training. PCGGs will review and improve the content to enhance its quality and relevance.

Conclusion and Recommendations

The progress made in the reporting period could not be as intended but has paved the way forwards towards achieving the programme intended results in the next fiscal year, with the start-up many activities like RIAP, PFM, CD plans, GESI, IT, and capacity development activities through PCGGs. The next fiscal year will focus on accelerating both the physical and financial delivery of the programme with focus on quality assurance. Will focus on period review of the programme in the presence of key government officials from federal and provincial level, to take timely corrective measures and trace out actions with shared responsibilities to expedite the programme implementation,

1. Introduction

The Provincial and Local Governance Support Programme (PLGSP) is the national flagship programme of the Government of Nepal (GoN) to build institutional, organizational and individual capacity at all levels of government, with special focus on the provincial and local levels. The ultimate goal of the Programme is to attain functional, sustainable, inclusive and accountable provincial and local governance. The Programme aims to contribute to delivery of quality services at provincial and local levels, promote local development and enhance economic prosperity.

The PLGSP commenced officially in July 2019 and it has a duration of 4 years. PLGSP was formally launched at the Cabinet meeting when the project document was approved on 23 August 2019. A Joint Financing Arrangement (JFA) was signed between the Ministry of Finance and Development Partners (FCDO, Norway, SDC, and EU & UNDP) on 4 September 2019.

This progress report (16 July 2020 - 16 July 2021) summarizes the progress made during the period.

2. Details of the Progress

Progress during the reporting period has been described by programme outcome and outputs as follows;

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

MoFAGA in coordination with other relevant federal level institutions MoFAGA has developed various guidelines, manuals, procedures, process, strategies, systems and tools such as FRRAP, revised LISA, SDG localization public expenditure tracking and management, audit areas clearance strategy, training standardizing tools, integrated data management software.

Implementation of these different tools, guidelines, systems, plans by the provincial and local governments will complement each other and strengthen intergovernmental mechanism to make them functional with enhanced cooperation and coordination between the provincial and local governments as envisioned by the outcome of the programme. PLGSP will follow-up and continue to provide further support in the implementation process of the aforementioned systems and tools in the next fiscal year.

2.1.1 Output 1: Federal level institutions develop legislation and policies to support PLGs consultative manner.

Activity 1.1: Formulate model regulation and operational guidelines in support of provincial and local governments.

Milestone: To prepare and disseminate eight model regulation and four laws of provincial and local governments.

Progress: Incomplete. Could not be completed and preparation of eight model laws is underway. List of models four laws of Provincial and local governments (to be drafted) were prepared and ToRs prepared for the preparation further process could not be moved forward due to COVID-19 pandemic and thus has been postponed to the next fiscal year.

Activity 1.2: Compare the existing Acts, regulation and guidelines of local governments.

Milestone: To review and compare 21 laws and provided feedback to LGs, and to update 10 model laws under TA.

Progress: Incomplete. Collection of list of laws to be reviewed and compared took more time than expected and thus could not be completed and therefore has been deferred for the next year.

Activity 1.3: Formulate model communication policy for provincial and local governments.

Milestone: To developed communication strategy for provincial and local governments.

Progress: Completed. PLGSP developed model communication policy for provincial and local governments. Reviewing the national level communication policy and related government acts, the communication policy for the provincial and local governments have been prepared. The communication policy is aligned with the national policy of communication and is expected to help provincial and local governments to communicate their performance to their citizen and strengthen downward accountability and transparency. Apart from other, the communication policy also highlights the role to be played by the PLGs to implement federalism.

2.1.2 Output 2: Federal level institutions develop tools and systems to support PLGs in a consultative process.

Activity 2.1: Prepare model fiduciary risks reduction action plan of provincial and local governments.

Milestone: To prepare model Fiduciary Risks Reduction Action Plan (FRRAP) of provincial and local governments.

Progress: Completed. The Fiduciary Risk Assessment Procedure Guidelines for assessment of Fiduciary Risk in LGs has been prepared and approved from GoN. The approved Procedure of Fiduciary Risk Assessment and Action Plan preparation is published on the website. Based on the approved procedure, an online portal is being developed with the objective to support assessment of fiduciary risk. This online assessment portal is intended to be linked with the online assessment portal of Local Government Capacity Self-Assessment (LISA) for the ease of assessment of common area and convenience at user-end.

Similarly, the model procedure of Fiduciary Risk assessment has been provided to the Provincial government for necessary actions. The procedural guidelines have identified the task and activities that requires to be addressed in the public financial management reforms initiatives and in mitigating the fiduciary risks associated with day-to-day operations. PLGSP will support both provincial and local governments to implement the FRA through orientation to carry assessment and report on on-line system in the next fiscal year. These assessment procedures and tools are expected to improve fiduciary governance and the quality of expenditure at the local level.

Activity 2.2 Develop planning and monitoring software /guideline for LGs.

Milestone: To develop a planning and monitoring software / guideline for LG and piloted in 35 LGs.

Progress: Completed. Partial the “Municipality and Rural Municipality Monitoring (IT Based) Framework- 2077” for the District Coordination Committee (DCC) has been finalized. Budget has not been spent even though the activity has been almost completed, but it has not been piloted and will continue in the next fiscal year. MoFAGA, in close coordination with FCGO (regarding data sharing from SUTRA) is planning to develop a computer-based system to help local governments comprehensively collect data regarding their performance and progress, and also help the provincial and federal government compile and report the data collected by respective local governments, and monitor their progress. Necessary facilitation is being done from PLGSP/MoFAGA.

Activity 2.3: Develop training standardization tools for quality control.

Milestone: To develop training standardization tools for quality control.

Progress: Completed. PLGSP developed training standardization tools for the PCGG. The tools will be used by PCGGs of seven provinces and will help to standardize capacity development services to be delivered by PCGG at high level of quality.

Activity 2.4: Develop Capacity Development Management Information System (CDMIS) software for Provincial Centre for Good Governance (PCGG).

Milestone: To develop and operationalize Capacity Development Management Information System (CDMIS) software in Provincial Center for Good Governance (PCGG).

Progress: Completed. The software is in place and the provinces are using the system to update the information on capacity development accordingly.

Capacity Development Management Information System (CDMIS) is a computer based online management information system (MIS) for Capacity Development (CD), developed with the overall objective to document, analyze and to report comprehensively about all the capacity development activities for all three tiers of government. The CDMIS provides three modules- event management (training, workshop), roster management and alliance partner reporting for capacity support.

The system is administered by PPIU and PCGG team, particularly the CD experts, where in the event management module, administrators in their respective scope can create events (along with details of the subject area, location, target group, cost etc), plan sessions and assign resource persons to the respective sessions and add relevant documents (photos, develop pre- and post-event questionnaire, add, approve participants and manage their attendance. Having all these details systematically captured in the database, once the event is completed, the administrators can prepare an analytical event completion report. The alliance partners, with given user credentials can report their capacity development support to PGs or LGs.

Activity 2.5: Prepare and review training modules for PCGG.

Milestone: To prepare and review six types of training modules

Progress: Exceeded. A total of 24 training modules have been developed through LDTA. The training modules will be used by the PCGGs in the province to deliver training to the officials and elected representatives of the PLGs. The modules under development include the following:

1. Programme/Project Management
2. Nepali Writing
3. Office management
4. Policy Formulation
5. Local Economic Development Public Procurement
6. Electronic Government Procurement (E GP)
7. Local Tax
8. Social Accountability and Social Mobilization
9. Public Finance Management, SuTRA Systems, Electronic payment systems and reporting
10. Monitoring and Evaluation
11. Fiscal Federalism and Fiscal Governance
12. Local Finance Management

Training module on Technical subjects

1. Building Construction Standards and building Code of Conduct
2. Fire Control /Barun Yantra
3. Solid Waste Management and Environment Management
4. Land Measurement
5. Street Addressing, Geographic Information Systems
6. Integrated Local Development Plan
7. Urban Design
8. Information and Communication
9. Infrastructure Construction
10. Lightning and Electrical Auditing
11. Green Home

Activity 2.6: Prepare model Performance Appraisal Guidelines of provincial and local governments.

Milestone: To prepare and disseminate Performance Appraisal Guidelines of provincial and local governments.

Progress: On track. PLGSP prepared the first draft of LG performance appraisal guidelines; presentation and discussion with the ministry has taken place and the feedback has been provided. The document will be finalized after a further round of consultation and discussion with the receipt and discussion of the revised version further with the ministry.

Activity 2.7: Conduct baseline survey of PLGSP.

Milestone: To conduct a baseline survey of PLGSP.

Progress: Completed. The baseline information collection for PLGSP has been completed using two methods: First, information were collected from secondary sources available at federal, provincial and local governments. Second, perception survey was conducted for some indicators. Based on the PLGSP log frame, indicators were identified and categorized for both methods.

An individual consultant was engaged to collect information from the secondary source. PLGSP with the TA from UNDP carried out perception survey through the Nepal Administrative Staff College (NASC). NASC has submitted the inception report, selected enumerators, provided training, conducted survey as per the ToR, and submitted the final draft report. The report will be finalized after the comments from JFA/DPs are received.

Having completed the baseline information collection, M&E Learning framework will be populated against all programme log frame indicators and will be used by PLGSP to track and measure the results achieved from the programme intervention.

Activity 2.8 Conduct third Party Monitoring of PLGSP.

Milestone: To conduct a third party monitoring of PLGSP

Progress: Underway. Through a broad consultation with the Development Partners, ToRs have been finalized to conduct third party monitoring of the programme to provide feedback and recommendations for the improvement of quality and performance of the programme. Procurement of consultancy services required 3 attempts before an appointment could be made and an inception report is currently being reviewed for compliance with the agreed ToR. Because

of the need for a repeated procurement process, the assignment could not be completed by 15 July 2021 and which will be completed by the first quarter of 2021/22. After the completion of current third party monitoring, next third party monitoring will also be conducted in 2022 including the IPF implementation.

Activity 2.9: Develop integrated data management software for local government in coordination with NPC.

Milestone: To prepare integrated data management software for LG.

Progress: Underway. With the objective to develop an integrated data management portal, MOFAGA through Provincial and Local Governance Support Program (PLGSP) has revised the “Local Government LG Profile Guideline 2075” and developed a mobile based data collection tool that can help LGs collect individual as well as household level socio- economic data.

The said guideline is revised in collaboration with the Ministry of Labor Employment and Social Security (MoLESS) in order to capture skill and employment related information of individuals while collecting local government profiles. This revised guideline is proposed to be integrated-local government profile (therefore named iLG Profile) procedure, as it has provisioned digitizing the data collection process and ensuring that the data are interoperable with other databases and systems, like Health MIS, Education MIS, Employment MIS, etc, being practiced in local governance

Based on the revised guideline a mobile based data collection tool has been developed which allows collecting data (online/ offline) on various indicators. Data collectors at respective local governments will use this tool to collect house-hold level socio-economic profile data which will later be updated into the interactive integrated-LG profile (iLG Profile) portal, which is in the final stage of development.

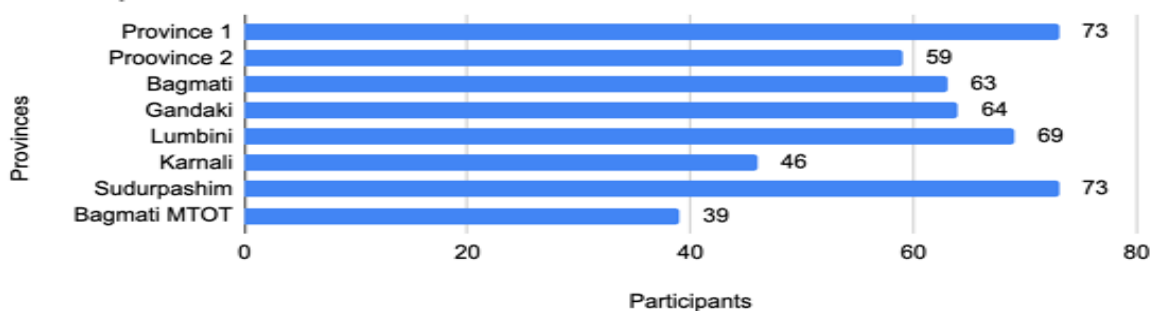
Once developed, this visualization portal will be a comprehensive hub for all data on socioeconomic status and sectoral progress of local governance, where data is expected to be updated in real-time by respective government units. The portal and its data is expected to be used in service delivery and decision making for Local government and other stakeholders. The aggregated socio-economic data of LG will also be available to citizens for efficient and effective public use ensuring provision of open data.

Activity 2.10 Organize MTOT for resource persons of LISA.

Milestone: To train 70 persons as MTOT for LISA resource person in PG an LG.

Progress: Completed. One event of MToT completed in January 2021 and 7 TOTs completed at provincial level in February 2021. A total 485 experts received TOT including 58 women. By GESI, 14 were dalits, 55 janajatis, 42 Madhesi, 2 Muslim and others 372 have enhanced

Participants vs. Provinces



understanding of LISA and gained skill on how to facilitate LGs in doing self-assessment.

Activity 2.11: Review and revise LISA guidelines.

Milestone: To review/revise LISA guidelines and distributed to LGs.

Progress: Completed. The LISA guideline was revised and approved by MoFAGA. The revision was made following the piloting of the guidelines in Palikas. The LISA piloting highlighted various areas of improvement in the LISA guideline, namely the questionnaires and the means of verification. The piloting of LISA also suggested development of assessment procedures. Based on the feedback received from the piloting phase, the guideline has been revised and approved by MoFAGA. The revised guideline has kept intact the 10 subject categories and the three-evaluation level (overall status, process status, result status) and their respective weightage (21%, 34%, 45%).

The indicators and their alternatives/ options though remain same have been thoroughly improved, rephrased and made more practical. The revised guideline has made major improvement means of verification- the means of verification list has been enhanced and requirement of the means of verification in each alternative of indicators have been made more practical. With the new provision, selection of alternatives/options in each indicator, leads to selection of varying number/ type of means of verification depending on the nature of selection made. With this, the selection of indicators has been made more rational and verification centric. Also, the weightage for each indicator and options has been changed- making the weightage uniform for all indicators (0, 0.5,

0.75, 1 for indicators under overall status, 0, 0.5, 1 for indicators under process status, and result status). The guideline has also clearly prescribed the process and action plan for conducting the evaluation at LGs.

Based on the revised guideline, the online assessment system (lisa.mofaga.gov.np) has also been changed. The new system covers all the feedback and recommendations received from piloting phases and those required by the revised guideline. The system will have authorized users at federal, provincial, district and LG level, where at LG level, administrative users can create further users to perform assessment and for approval of the assessment. Once the assessment is completed and approved, the result will be published in an interactive dashboard for each LGs. Detailed scoreboard of indicators and subject category for all published results (of all LGs) will be available to the public.

The approved LISA guideline has paved the way forward to roll out LISA in all LGs through PCGG with PLGSP support in the next fiscal year. This guideline is a tool that helps federal government to periodically monitor and assess the performance of LG with respect to key governance indicators and publish performance table which could be linked to incentives. Further, it helps LGs in assessing their capacity, identify capacity gaps and promote efficiency and accountability of local governments.

Activity 2.12: Develop Personnel Information System (PIS) for Provincial Governments.

Milestone: To develop Personnel Information System (PIS) for Provincial Governments.

Progress: Completed. The Department of Civil Personnel Records (DoCPR) is the agency responsible for the management of comprehensive personnel records of all government (Nijamati) employees. The department has a computer based system named Personnel Information System (PIS) which is a centralized repository that provides effective and efficient management of updated personnel information of the entire civil personnel. It maintains critical information on civil servants as a primary source of information and a database for the MoFAGA on behalf of the Nepal Government. With the federal administration, the PIS application needs to incorporate information of employees at the province and local government. This has become urgent with employee adjustment (Karmachari Samayojan) where LGs have employed from other services (Anya Sewa). Thus, MoFAGA/ PLGSP in coordination with DoCPR or the (Rastriya Kitabkhana- Nijamati), as a part of ASIP implementation has procured consultancy support to develop a modules to be a part of central PIS application, for personnel records of Local Governments Employees of Anya Sewa and for management of information of employees of Province and Local Government.

Sangrilia Informatic Pvt. Ltd has been hired and development is on the verge of completion and handover. OCMCM has been informed formally for necessary coordination with Rastriya

Kitabkhana (Nijamati). The application is scheduled to be handed over to DoCPR by September 2021, and be demonstrated, implemented immediately then.

Activity 2.13: Organize MTOT on MTEF for resource persons at Province level.

Milestone: To train 175 persons as MTOT for MTEF resource persons in seven provinces.

Progress: Partially completed. A total of 40 persons including seven women trained as MTOT on MTEF. PCGG will use these trained persons to organize orientation on MTEF to elected representatives and government officials of the at PLGs. Thus this is the move towards developing MTEF aligned with periodic plans of PLGs as per the programme objectives.

Activity 2.14: Prepare hand book on SDG localization.

Milestone: To prepare SDG localization handbook and disseminated to LGs.

Progress: Completed. A hand book on SDG localization, drawing from the resource materials prepared by the National Planning Commission, the hand book on SDG localization has been prepared for the local governments. It is expected to be helpful to LGs to integrate the SDGs into the local development plans and budget. The hand book will be approved by MoFAGA and will be sent to LGs to adopt and rollout. PLGSP through ASIPs will provide necessary orientation and support to LGs for localizing SDG effectively in the next fiscal year.

Activity 2.15: Study on local taxation policy.

Milestone: To prepare a study report on local taxation policy.

Progress: Completed. A study report on local taxation policy has been drafted and is ready for adoption. This activity was carried out by the Resource mobilization section of MoFAGA. Once this policy is approved by the government it will be sent to LGs to follow. It is expected that this policy report will help the local government to harmonize their existing tax collection policies and procedures with increased scope and opportunities on local tax collection.

Activity 2.16: Develop communication package of PLGSP including social media for wider sharing and communication.

Milestone: To develop and disseminate a communication package including social media for the PLGSP.

Progress: Underway. An introductory documentary video on PLGSP was developed under the TA support, which includes contributions from of MoFAGA Hon'ble Minister, and Government officials from federal and provincial levels, highlighting the objectives and models the PLGSP. An indicative communication plan with content of communication packages has been drafted. Priority has been given to revamp the existing PLGSP website and regularly update the contents, document and disseminate PLGSP achievements and success cases in partnership with think-thank, universities and media. Since the tentative list of communication packages has just been prepared, the PLGSP team will ensure its alignment with the Government's relevant policies and guidelines.

Activity 2.17 Study on local level spatial distribution/supply chain.

Milestone: to prepare a report on local level spatial distribution/supply chain.

Progress: Deleted: This activity has been deleted, as the local demand diverted because of the COVID-19 pandemic, and also not taken forward in next fiscal year.

Activity 2.18 Conduct mapping of donor support in the area of federal governance and figure out the coordination strategy among diverse actors working in this area.

Milestone: To prepare report on donor mapping with coordination strategy to be adopted in the area of federalism.

Progress: Underway: Consultants have been appointed to conduct an in-depth overview of DP's contributions (financial, technical support or both), coordination platforms and mechanisms (ways of information communication with the government and delivery modality), geographical concentration, and practices of alignment (engagement with the federal government, provincial governments, and local governments), PLGSP has prepared a ToR to conduct mapping of DP support in the area of federalism. The mapping exercise has been completed and draft report being reviewed. A final report will be submitted by Nov 2021. The mapping report is expected to create the basis for continued coordination and will help in strengthening communication between key stakeholders.

Activity 2.19: Prepare operational guidelines on public expenditure management and standard for local government.

Milestone: To prepare operational guideline on public expenditure management standards for LGs

Progress: Completed and the report is available in file:

<https://mofaga.gov.np/uploads/notices/Notices-20210309142442601.pdf>. The guideline will be used by the LGs and will be able to maintain uniformity in expenditure management across the country. The guideline includes standards of expenditures, financial norms of training and workshops management, economy of expenditure, norms of transportation for both officials and elected representatives and the adoption of guideline by LGs is expected to strengthen internal financial control and reduce the fiduciary risk in the LGs.

Activity 2.20 Conduct stock taking of tools and products prepared/used by government and DPs.

Milestone: to prepare report on stock taking of tools and product developed /used by government and DPs.

Progress: Underway. Inception report has been received and a draft report is expected to be submitted by the first quarter of next fiscal year. The study will provide recommendations for up scaling or revising the existing tools and products by the relevant partners/stakeholder and programme.

Activity 2.21: Prepare audit arrear clearance strategy.

Milestone: Prepared Audit arrear clearance strategy.

Progress: Complete. The strategy provides procedures for expenditure management and to settle arrears, to improve fiduciary governance and the quality of expenditure at the local level; the volume of audit arrears will also be reduced.

Activity 2.22: Facilitate PCGG / LG in formulating Periodic Plan.

Milestone: To prepare periodic plans by local government with the facilitation of MoFAGA on need basis.

Progress: Completed / Underway. MoFAGA has issued a concept paper and model ToR for the preparation of periodic plan to PCGGs in all provinces. Experts have been appointed and have prepared periodic plans for a total of 85 LGs.

2.1.3 Output 3: IG administrative mechanisms are strengthened and are functional.

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

Milestone: Prepared implementation plans of the decisions of the IPCC meetings.

Progress: Incomplete. Discussions were held with the Office of the Prime Minister and Council of Ministers (OPMCM) to conceptualize policies and initiate the necessary process. However, the activity could not be completed as planned due to longern time taken in the discussion with OPMCM and is planned to carry over to next fiscal year 2021/22.

Activity 3.2: Conduct studies on IGR issues which will help to identify the area of focus for Inter-Provincial Coordination Council (IPCC), and develop an intergovernmental coordination strategy.

Milestone: To prepare and disseminate the study report on the findings.

Progress: Incomplete. Initial discussions were held with OPMCM. PLGSP, following discussion with the OPMCM, drafted ToRs for conducting issue. The further / steps will be continue in the next Fiscal year.

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

Milestone: To organize NSC, NEC, fiduciary risk management, TASC and consultative meetings with federal agencies and distributed meeting minutes.

Progress: Complete. All meetings held as planned except NSC. Because of the frequent changes of Hon'ble Minister of MoFAGA and instability of the provincial government, the NSC (to be

chaired by Hon'ble minister of MoFAGA) could not be organized, but are now expected to resume following the recent ministerial appointment.

Activity 3.4: Organize consultative workshops at province level with officials of provincial and local governments.

Milestone: To organize consultative workshop in all provinces.

Progress: Incomplete. Consultative workshop completed in Gandaki province, Province 1 and Sudurpaschim province involving PPD, PPM, ED and other official from provincial government to share the PLGSP progress and discuss ways forward to expedite the implementation. Additionally, in order to address programme related issues including management of the TA staff, clarifying the role of PPIUs, PCGGs and PCU in the programme implementation and also expediting the financial delivery of the programme, PCU organized one additional event of workshop in Kathmandu where PPDs, PPMs and EDs of the respective provinces were present. The workshops held in provinces and Kathmandu contributed to bridge gaps in terms of implementing ASIP. Such workshop will be continued in the fiscal year as well.

Activity 3.5: Organize seminar on IT and PFM.

Milestone: To organize 2 seminars on IT and PFM.

Progress: Deleted. Activity dropped because of COVID-19.

Activity 3.6: Conduct validation workshop on system tools/guidelines prepared by PGs/LGs, PPIU, PCGG.

Milestone: To validate tools and guidelines developed by PG/LGs through at least 24 validation meetings/ workshops at national level.

Progress: Partially completed. Existing working committees in MoFAGA held 12 meetings and reviewed the product including the training modules. The product delivered under the programme support has been reviewed and provided comments for necessary improvement. The review meeting of the committee has become instrumental to assure the quality of the products.

Activity 3.7: Interaction and experience sharing workshop on DCC monitoring and other roles.

Milestone: To conduct at least two national level workshops.

Progress: Deleted. Activity dropped, because the development as online monitoring system could not be completed. It will be continued in the next fiscal year.

Additional Activity:

In addition to the activities planned under output-1 to output-3 at PCU level, there were other important activities accomplished from PLGS/PCU. These include:

- ASIP preparation guidelines for PCGG and PPIU
- Contingency plan for the effective implementation of ASIP 2021/22 in COVID-19 context
- Model Social inclusion policy for local governments
- Model GESI audit guidelines for provincial governments

ASIP preparation guidelines prepared for PPIU and PCGG aims to ensure the P/ASIPs align with results as stated in the programme log frame. A Programme Contingency Plan has been developed, contextualizing the programme and harmonizing the implementation modalities with optimum adaptability and flexibility within the programme framework in the COVID-19 context.

A model GESI audit and social inclusion policy have been developed and are the guiding documents for LGs towards achieving the programme results and mainstreaming the GESI in their programme and policy under output-5 and output-10 at province and local government level.

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

At provincial level, the provincial government have their clarified roles and rights in federalism implementation through reviewed and formukation of laws, model laws for LGs in a consultative process. Have built foundation towards enhancing efficiency, effectiveness and inclusiveness in the service delivery process through GESI auditing their programme and budget, office ditzitization and office automation, updating website in a single layout for PG offices, operationalizing grievances handling system, improving planning & budgeting system. Likewise LGs have had been gradually becoming strategic to improve their performance in implementing federal governance through the adoption of institutional tools like SUTRA, CD, periodic plan, RIAP and LISA

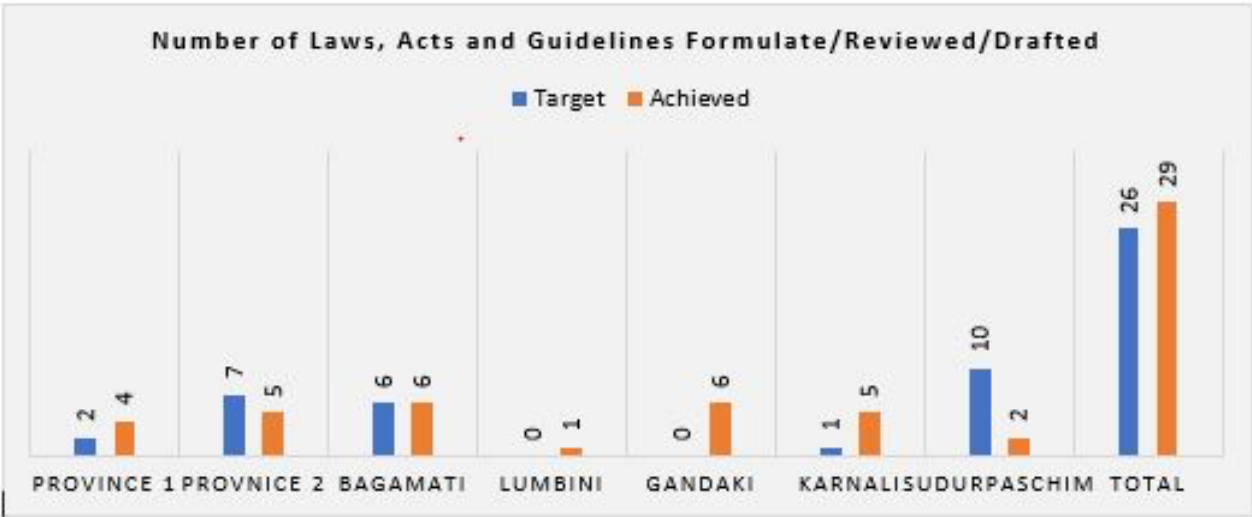
2.2.1 Output 4: PGs draft legislation in a consultative manner.

Activity 4.1: Review and revise existing Acts, regulations and guidelines of PG

Milestone: To review and revise 23 Laws as per the request of PLGs.

Progress: Completed / exceeded. Considering the importance of required legislations, guidelines and frameworks for the effective and successful implementation of federalism, PLGSP has supported provincial governments as per their needs and priority. Under this activity, provincial governments were supported to review/revise the existing laws, to formulate essential laws of their priority, to develop required guidelines, frameworks and standards to drive PG functions.

During the fiscal year 2020/21, collectively all provincial governments have developed, reviewed and revised 29 Acts, regulations, guidelines and standards. Of the total, 21 are approved from the respective authorities and eight are in the final stage of approval. Formulation of these acts, directives and regulations have clarified the roles and responsibilities of the provincial governments in delivering services in efficient & effective ways. The province wise progress against target of Acts, regulations, guidelines and standards are presented in the graphs below:



The list of acts, laws, regulation and guidelines prepared by the provinces through the support from PLGSP are available at Annex 3.

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

Milestone: To review at least 20 laws.

Progress: Completed / exceeded. During the reporting year, PLGSP supported 28 LGs (4 LGs in Bagmati and 24 LGs in Lumbini) through reviewing their existing acts, regulations and providing feedback for improvement. Detailed progress by provinces is given at annex-4

Activity 4.3: Draft module Acts/Regulations of LGs in a consultative manner in Karnali Province.

Milestone: To formulate 2 models for LGs.

Progress: Completed / exceeded. Karnali province has prepared three model laws (guidelines) for LGs against a target of two. PPIU Karnali Province in consultation with OCMCM, MoIAL and other concerned key stakeholders identified the priority list of model laws, standardized by MoIAL and Provincial Attorney General to support LG's law formulation process. LGs will review and adopt in their context. PLGSP will deliver necessary follow-up support.

2.2.2 Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream gender equality and social inclusion (GESI).

Activity 5.1: Mainstream GESI in Provincial Governments (PGs) including formulation of GESI strategy /guideline.

Milestone: To conduct GESI audit and mainstream GESI in seven PGs.

Progress: Incomplete. Conducted GESI Audit of six PG ministries (MoSD, MoEAP, MoIAL, MoPID, MoLMAC and MoITFE) in Province one and identified the existing gaps and the way forward to mainstream GESI as well as prepare GESI strategies and guidelines for the PG ministries. In addition to that province one has finalized gender equality and social inclusions policy which is under approval process.

Progress against milestones of each province is presented in Annex- 1

Activity 5.2 Organize orientation on GRB formulation, implementation, monitoring and evaluation in PG ministries and offices.

Milestone: To organize orientation on GRB to 30 officials of PG ministries and offices in Karnali Province.

Progress : Incomplete. A two days orientation on Gender Responsive Budget (GRB) has been conducted to 25 (8 female and 17 male) government officials of different line ministries, departments and sections of Karnali Province. The orientation provided a conceptual clarity on GESI, GRB & practical knowledge on different Tools for Gender responsive budgeting and analysis. Additionally, GESI focal person meetings have also been conducted and identified the issues related to policy, program and budgeting and prepared an action plan to implement the issues in their respective ministries, directives and offices. Follow-up and technical support was provided to GESI focal persons and other personnel by GESI experts in the key areas. The trained officials will use the acquired knowledge in ensuring the gender responsive budget and programme in Karnali provincial government.

Activity 5.3 Support Provincial Coordination Council meeting and execution of decision.

Milestone: One PCC operations guideline prepared and approved by provincial cabinet in Province 1, seven sectoral committees organized regular meetings in province 1; One set of program collaboration and implementation guidelines prepared and approved by provincial Coordination Council. Meetings are organized at least once in a year, minutes distributed widely and decisions implemented in 6 provinces.

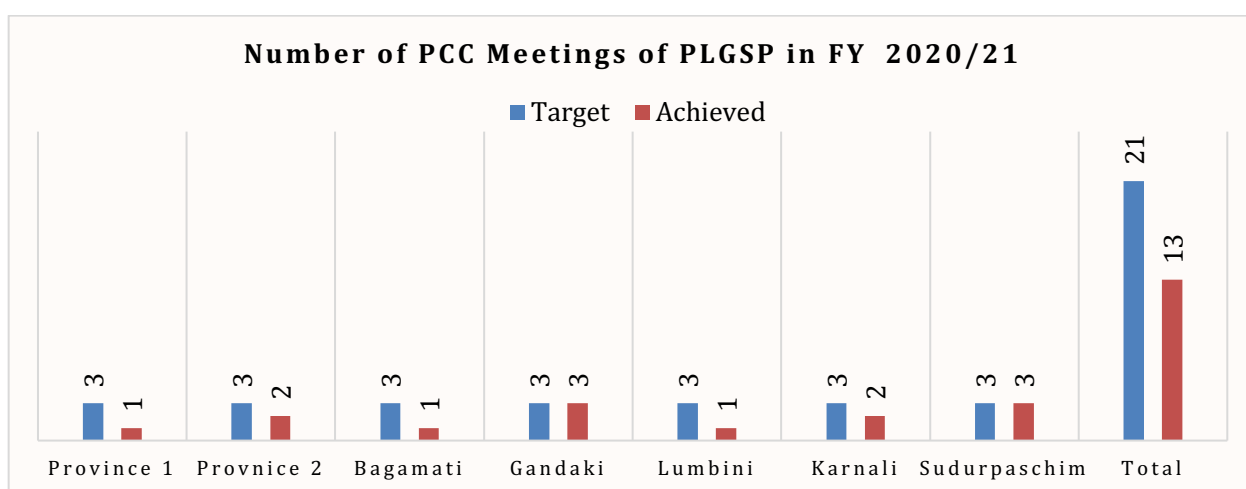
Progress: Incomplete To tie up the functional relationship and linkage in planning, managing development activities between the provincial and local governments, organizing the Provincial Coordination Council (PCC) meeting at least once in a year is a legal (Clause 105 LGOA) requirement. Under the PLGSP, PPIU has budgetary provision to support PCC meetings and PPIU, in coordination with the PCC secretariat, is supported as required to conduct PCC meetings, identifying the possible agenda and informing the members as required. In the FY 2020/21, despite the COVID-19 pandemic, four provinces (Bagamati, Lumbini Karnali and Sudurpaschim) conducted the provincial coordination council meeting as planned.

Province wise progress against milestone summary table is presented in Annex-I

Activity 5.4 Organize Coordination Meeting of PCC of PLGSP on trimester basis.

Milestone: To organize meetings of PCC PLGSP and minutes distribute on trimester basis in six provinces.

Progress: Complete. As the provincial coordination committee 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, PPIU in coordination with PPD and Principal Secretary has organized the PCC meeting of PLGSP in the provinces. During the fiscal year 2020/21, a total of 13 PCC meetings of PLGSP have been organized in six provinces.



Province wise progress against milestone table is presented in Annex-I

Activity 5.5 Strengthen eight 8 district units for “Beti Padhao, Beti Bachao” gender sensitive government campaign of Province 2.

Milestone: To establish and strengthen 8 district units of “Beti Padhao Beti Bachao” in Province 2.

Progress: Complete. It will be continued in the next fiscal year. Mukyamantri Beti Padhau, Beti Bachaaau is a top priority programme of Province-2 Government and is specifically focused on saving the lives of girls and ensuring the basic education for all girls. The OCMCM along with the Provincial Coordination Committee intends to create further synergy through PLGSP support and proposed to strengthen the campaign.

PPIU supported the Mukyamantri Beti Padhau, Beti Bachaaau campaign in proper data management of the girls insurance and saving accounts, updating and enabling the unit in the documentation, information management and also to coordinate and report to OCMCM and LGs

periodically. Following discussion with the OCMCM and Mukyamantri Beti Padhau Beti Bachau campaign team, a web-based, Role Based Access Control (RBAC) data entry and reporting application for entering the data for Chori Muddati Khata (Daughter’s current account) program has been procured and installed

Activity 5.6 Publicize program me and progress of PG through different means of communication.

Milestone: To disseminate programme and progress of PG’s through media at least twice a year in PG’s including TV programme in one.

Progress: Complete. Under this activity it has been planned to support provincial governments to publicize the program and progress of PG ministries to the citizens using different means of communication such as publishing programs and progress booklets, communicating through radio/TV programs etc. This activity has been planned in six provinces and achieved a number of progress. The summary of progress against milestones is presented in the picture below and narratives in the consequent paragraphs.

Table 1: Program and progress published for wider communication

SN	Province	Achievements
1	Province-1	Published a booklet three years progress of provincial government and distributed to LGs
2	Province-2	Published a brochure covering 1 three years’ progress of the provincial government
3	Bagmati	OCMCM published a book “ 3 years of province government”
4	Lumbini	Published 5000 copies brochure of PLGSP
5	Karnali	Published 500 copies of PLGSP brochure, annual plan, & budget, each agreement with 17 FM radio, 1 TV and news paper
6	Sudurpaschim	Produced and aired eight episodes of Pradesh Dairy programme in three programme in three local language

Activity 5.7: Adopt online grievances handling system in consultation with OPMCM, orient staff and operationalize the system.

Milestone: OCMCM handled grievance cases on a weekly basis through an online system installed in the office and disseminated the report in Karnali and Sudurpaschim Provinces.

Progress: Complete.

In Karnali Province, OCMCM has developed and adopted an online grievances handling system through developing the Web-application and mobile –application system. Orientation to the OCMCM staff and other relevant stakeholders for the use and update of the system has been provided. The system is now implemented and its effectiveness is being monitored.

In Sudurpaschim Province, an online grievance handling system has been developed and adopted called ‘Hello CM’. and is now formally being implemented from FY 2021/22.

Activity 5.8 Update and execute accountability tools like public hearing.

Milestone:

- i) to Conduct at least 4 public auditing and 8 public hearings in five provinces.**
- ii) Civic oversight one event.**
- iii) Staff and elected representatives trained on a responsive governance system.**
- iv) To prepare guidelines on Public Hearing, Public Audit, and Social Audit in PGs.**

Progress: Incomplete. This activity was planned to enable the PGs to be more accountable through introducing accountability measures that include public auditing, public hearing and social auditing in five provinces except Bagamati and Lumbini province. which could not be completed because of the COVID-19 is deferred to next fiscal year. Further, the civic oversight event and the training on responsive governance could not also be done due to COVID-19 and deleted. Further accountability (public hearing, public auditing) guidelines has prepared in Gandaki and Karnali province. In Gandaki it is approved and in Karnali it is in approval process.

Activity 5.9 Disseminate success cases & best practices of Province and LGs.

Milestone: To disseminate at least three sets of best practices among LGs in Province 1, Province 5 and Sudurpaschim Province.

Progress: Incomplete

In Province 1, exceeded- Thirteen best practices of LG and PG have been collected, edited and prepared as a best practice of PG and LGs and disseminated for wider sharing.

In Lumbini Province, OCMCM published a booklet “PRADESH KO TIN BARSHA” (three years of province) to promote understanding of the provinces history, governance mechanism, areas of working of each office, budget and expenditure. PRADESH KO CHINARI' (introduction of the province) a video documentary was planned capturing events and good/best practices accomplished at provincial level, but has yet to be finalised although all preparatory work was completed.

Sudurpaschim Province could not start this year because COVID-19 , and will be continued in next fiscal year.

Activity 5.10: Prepare SDG localization guidelines with provincial target indicators and provincial poverty reduction paper

**Milestones: i) To prepare SDG localization guidelines in five provinces, and
ii) SDG localization guidelines along with poverty reduction strategy paper in province-1**

Progress: Incomplete. Sustainable Development Goal (SDG) is a priority of the Government of Nepal. Localizing the national SDG strategy at the province and local level requires conceptual clarity, data/information and targets against the indicators with sufficient GESI segregation. Hence, the SDG localization has been prioritised by five provinces . Province 1 and Bagamati Province accomplished the preparation of SGD localization guidelines. Other provinces had initiated the process but this remains incomplete.

Province-1 successfully prepared a Poverty Reduction Strategy Paper. The overall progress against milestone is summarized in the table-2 below:

Table 2: Progress against the targets under output 5.10

SN	Province	Progress
1	Province-1	Prepared SDG localization and Poverty reduction strategy
2	Province-2	Formed task force of PG officials to prepare SDG localization guidelines, finalized ToR
3	Bagamati Province	Prepared and published “SDG localization roadmap of Bagamati Province 2078”
4	Lumbini Province	Could not accomplished, finalized ToR for the RfP call process to develop to develop SDG localization guidelines
5	SudurPaschim province	ToR finalized to prepare SDG localization guidelines

Activity 5.11 Reform governance system (Digitizing regular services of PG and Ministries).

Milestone: To digitize service delivery of transport and small & cottage industry office in Bagmati province.

Progress: Incomplete. To digitize the services of PG ministries and offices, PPIU Bagmati province has prepared a concept note to develop the website of District Cottage and Small Industry Offices and offices under the Ministry of Physical Infrastructure Development (MoPID) to develop systems and websites to digitize the services. In the due course, district cottage and small industry have their own provision to develop the digital system so avoiding the resource duplications, PLGSP supported MoPID and its 46 provincial offices located within the province. A common understanding has been made between the secretary of MoPID and OCMCM to develop the website with its essential layout and the process has been moved ahead. The new website developed in a single layout for all 48 offices. Provincial offices are now managing the content/information in their respective websites focusing the information and services delivered to the citizens.

Activity 5.12 Study on effects of COVID 19 in the employment sector and future opportunity of the provinces.

Milestone: To prepare report on effect of COVID with recommendations to recover in Province 2, Province 5 and Sudurpaschim Province.

Progress: Partially completed. The study completed in Province-2 has highlighted the impacts of COVID-19 pandemic in the employment sector and identified the potential future opportunities in the short-term, medium-term and longer-term for the sustainable recovery, province-5 and Sudurpaschim province has initiated the work but remained incomplete due to COVID-19 pandemic.

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

Activity 6.1: Develop IT based information management system in OCMCM.

Milestone:

- i) To establish telepresence set, digital citizen charter in OCMCM, office automation, e-library in Province 1.**
- ii) To install office management system in OCMCM in Province 2.**
- iii) To develop IT based management system in OCMCMs in Bagmati Province.**
- iv) To introduce progress tracking, monitoring and reporting E-governance management systems in Sudurpaschim Province.**
- v) To strengthen Management Information System (MIS) in Gandaki Province and Lumbini Province .**
- vi) To establish IT based service delivery system in Karnali province.**

Progress: Under this activity some key important initiations were planned through the use of IT applications to strengthen PGs information management system to optimize the public service delivery. To increase the use of IT applications through, establishment of telepresence set (online communication and collaboration), digital citizen charter, office automation system (file registration and dispatch- darta, chalani, file tracking etc.), and development of an e-library, establishment of plan/project monitoring and tracking system etc are planned in different provinces. The progress achieved by province is described hereunder;

Province- 1: Progress completed. The province established and operationalized Office Automation System (OAS) in seven ministries of Province-1 and E-library has been established in OCMCM. Additionally, digital Citizen Charter Board (DCCB) operationalized in OCMCM premises.

In Province-2: Progress underway. The application for the office automation system has been developed. That includes an automation of Darta Chhalani, Document Management system apart from basic admin modules like User, log and Process management. As per the agreement, the service provider would provide one year warranty for the application. Certain legal and procedural requirements are pending for bringing the application operational. The OCMCM team discussed the procedure for the same. Once agreed, the system will be brought in operation.

In Bagamati Province: Progress underway. Seven IT officers have been hired and provide support to strengthen the IT based information management system to seven PG ministries. The key supported areas are;

- Develop and implement online application platform for PPSC Bagamati
- Web based information management system in MoITFE- Ongoing

- Setup file server within PG ministry (OCMCM)
- Centralized E-attendance system functioning (OCMCM, MoPID, MoITFE, MoIAL)
- Digital notice board in the PG premises (MoIAL).
- Toll-free number setup and functioning (OCMCM and MoITFE).
- Automation system setup for tourism licensing under MoITFE.
- Integrated information management system and website development of MoPID.
- Online tax paying system establish under MoPID- ongoing (tmis.bagamati.gov.np)
- Regular update of PG ministries websites and official social media handling etc.

Sudurpaschim Province: Progress completed. The province developed an IT/conference room and was equipped in OCMCM to foster quality e-conference in the province. Likewise, an Information Management System (IMS) software under OCMCM had been established. The system automatically tracks the progress based on the set milestone by the ministries, so that OCMCM periodically tracks the physical and financial progress of the ministries. The website under the IP address 103.69.126.254 is going to live. Likewise, a Digital Display Board installed at OCMCM premise for public information and display.

In Gandaki Province: Progress completed, PLGSP Supported to develop an online financial and physical monitoring system of action plan set by each ministry and its subordinate offices. Supported to establish a digital profile (statistical portal) of the province for making previous fiscal year data available to stakeholders. Likewise, a digital profile was established with support of PLGSP and managed by PPC to the previous fiscal year and accessible through data.gandaki.gov.np to all stakeholders. Further data digitization support was provided to 3 districts (Kaski, Tanahun, and Lamjung). OCMCM has taken the lead to develop software of Cottage and small industries information system (CSIIS) and install to their system by orienting its operational procedure to CSIOs of 3 districts.

Lumbini Province: Progress completed established a digital information board to provide information to beneficiaries/the public. Existing Personnel database system software was upgraded to manage provincial civil servants data as per OCMCM need and data entry is ongoing through the support of PPIU. Currently, OCMCM ITO working on that and the details to each civil servant of the provincial level offices update is ongoing.

Province Karnali: Progress completed. System to track progress on financial, physical progress of each ministry has been established to guide each ministry on planning, implementation, monitoring of policies, and programs. Likewise, for the effective implementation of annual budget and plan of provincial ministries, PPIU coordinated with OCMCM and concerned ministries to finalize the content for Provincial Policy Budget Monitoring MIS tracking (PPBMS- MIS). The PPBMS system developed and overanalysed at OCMCM. Orientation has been provided to OCMCM staff for the smooth functioning of the system and the practice of periodically tracking the physical and financial progress of PG ministries is going on.

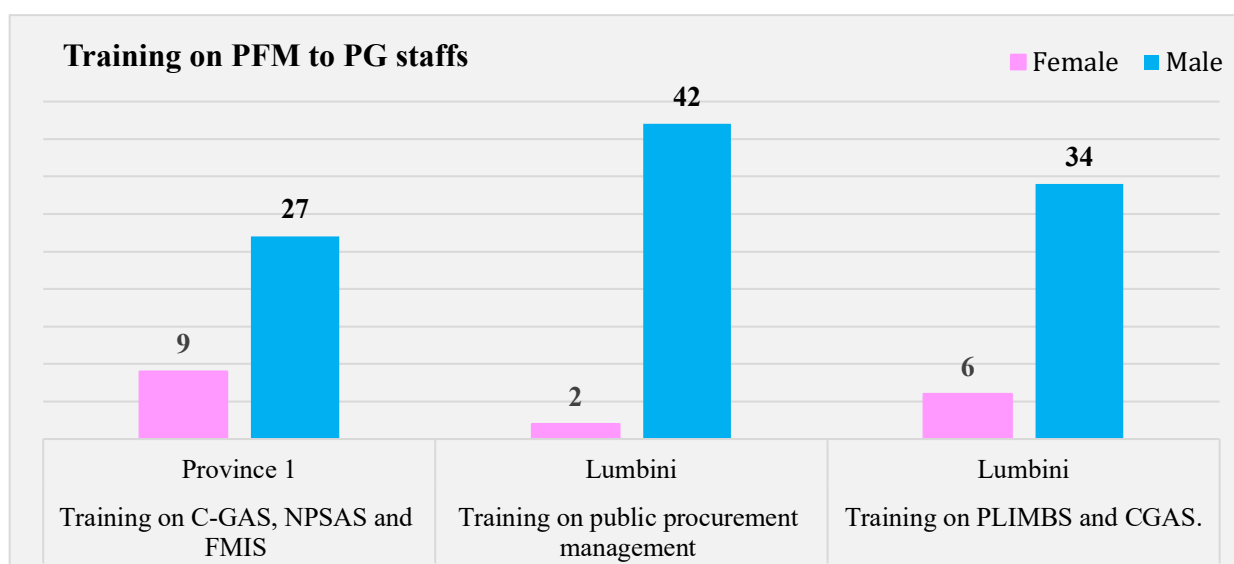
Activity 6.2: Strengthen public financial management system of PGs.

Milestone: i) To improve public financial management system in Province 1, Province 5 and Sudurpaschim Province.

ii) To orient 75 staff on PFM in the PGs.

Progress: Partially completed. Training has been conducted in Province 1 and Lumbini but could not be conducted in Sudurpaschim Province. A total of 120 finance /account related PG staff participated in the training.

Chart 1 Number of participants in PFM related training.



Activity 6.3: Update website of PGs.

Milestone: To update Website of PGs in Province 1, Province 5, Karnali Province and Sudurpaschim Province.

Progress: Complete. PLGSP has supported development and operation of content management system (CMS) based websites, with a common template for OCMCM, provincial ministries and other agencies of all provinces.

The PPIU and ICTP is working on developing a common standard framework for all PGs websites with data interoperability and security in front. OCMCM and ICTP have agreed to work on this website development and operation phase with support of technical and financial assistance by ICTP itself. The trained IT personnel will engage in the proposed website development.

Websites have been updated successfully in all target Provinces and further training & website development is ongoing.

Activity 6.4 Improve public service delivery management system in Province 1.

Milestone:

- a) To prepare Public Service Delivery Standards for PG and LG and orient provincial stakeholders.**
- b) To conduct one event of Citizen Monitoring/survey.**
- c) To establish ICS in PG and conduct Management Audit in one PG.**

Progress: Partially completed. Only the milestone related to citizen survey completed and other two remained incomplete. Citizen Satisfaction/monitoring survey was completed and the report was developed. The survey was focused on 4 PG agencies where public service delivery is highly prioritized– Physical Infrastructure, Transportation Management Office, Provincial COVID-19 Hospital and Department of Cottage & Small Industry. While conducting the survey, GESI aspects had been properly ensured in terms of representation of respondents in questionnaires.

Activity 6.5: Formulate fiscal year good governance strategy of PGs.

Milestone: To developed and approve anti-corruption action plan in Sudurpaschim Province and Fiduciary Risk Reduction Strategy (FRRS) and Fiduciary Risk Reduction Action Plan (FRRAP) in Province 2.

Progress: Incomplete

Incomplete: Sudurpaschim Province, PPIU had planned to develop and approve an anti-corruption action plan in Sudurpashchim Province. But this activity was decided not to proceed during the budget revision in March considering the time and human resource. It is deleted as the priority of the PG changed.

Complete: Province 2, OCMCM with the support of PPIU outsourced a consultant to develop a Fiduciary Risk Reduction Strategy and Action Plan. PPIU also coordinated for the focus group meetings in different ministries for the consultation regarding the key issues/challenges and ways forward to minimize the financial irregularities in the course of developing Fiduciary Risk Reduction Strategy and Action Plan. Based on the findings, the PG Fiduciary Risk Reduction Strategy and Action Plan has been prepared.

Activity 6.6: Introduce E-attendance systems with required equipment and guidelines for PGs.

Milestone: To introduce and used the E-attendance system in 7 Provincial ministries in Karnali and in each one LG of 8 districts of Province 2.

Progress: Completed. Under this activity, e-attendance system has been established in seven PG ministries of Karnali province as well as 8 LGs of Province 2 with an objective to create a conducive environment to monitor the attendance of the staff and relate it to their performance.

Activity 6.7: Conduct study of "Doing Business" in Gandaki Province.

Milestone: To completed Study of "Doing Business" in Gandaki Province.

Progress: Completed. The study has been completed by the consulting firm and the final report has been submitted. The study is expected to be a vital tool to improve the business and enterprise laws and policies for creating favourable investment opportunities for firms. The study has covered 956 entrepreneurs of selected markets and business centers of 11 districts of Gandaki province and covered ten thematic:

- Starting of Business,
- Dealing with Construction Permit
- Getting Electricity,
- Registering Property,
- Getting Credit,
- Protecting Minorities,
- Paying Taxes,
- Trading across the Borders,
- Enforcing Contracts and
- Resolving Insolvency.

The study also analyzed the gaps that limited the business environment and provided recommendations for improvements. On the basis of study, Gandaki province has obtained a 68% score on average. The report identified no hurdles in rules, regulations and regulatory performance for the ten indicators and concluded that Gandaki province is an investment friendly province with a favourable environment for doing business.

Activity 6.8: Formulation and publication of feasibility study and DPR Guidelines for LGs in Gandaki Province.

Milestone: To formulate, publish and disseminate a guideline on conducting feasibility study and preparing a detailed project report (DPR) for LGS's use in Gandaki Province.

Progress: Completed. A Detailed Project Report (DPR) preparation guideline has been prepared with details of contents to guide the planning and designing of grant projects from province to local governments. The guidelines support analysing the results and impact through proposed projects and determining how the project is technically, environmentally, economically feasible, cost effective and profitable at the time of planning. DPR will help to form the project proposal to LGs and assist in minimizing cost to prepare DPR of project at local level.

A number of issues have been identified. Local governments have paid a huge amount to consultants for preparing DPR, despite uncertainty of funding availability from the provincial government. Moreover the DPR report prepared by the consultant had not covered all the points that had to be covered. For reducing the financial burden to LGs, PG has formulated and provided a model of DPR preparation directives to LGs to ease their business and cost reduction for it.

Activity 6.9 Carry Provincial public service announcements through media.

Milestone: To develop and announce PSAs in different thematic areas in Gandaki Province.

Progress: Completed. A documentary was prepared capturing three years' major highlights of the progress of the provincial government. It was disseminated through 10 Television channels and 22 Radio programs in Gandaki province and is intended to make the public service delivered by the provincial government more transparent, accountable and encourage the PG administration to function more effectively in Gandaki Province.

Activity 6.10 Develop a human resource development plan and training policy.

Milestone: To develop and approve Human resource plan training policy in PGs of Province 2, Province 3 and Gandaki Province.

Progress: Partially completed.

Complete. **Province-2**, have drafted the Civil Servant Training Policy 2078 and are expected to guide PGs and LGs for the development of technical and administrative skills of staff in order to deliver effective services to the citizens. The guideline was prepared through a task force formed by CMCM.

Incomplete. **Province 3**, in coordination with OCMCM have drafted a human resource capacity development (HRCD) plan of Bagmati province. The HRCD plan covers three broader components-individual level, institutional level and system level development, incorporating potential activities, implementation action plan, resources, monitoring and supervision, and institutional provision. Final draft has been prepared but due the absence of federal civil servant act/polity, it could not be finalized.

Complete. **Gandaki Province** has completed a study “projection of human resources for the Gandaki Province” from 2078 to 2021 dividing into 6 different time frames. The study has highlighted demand and supply relationship while projecting necessary human resources and identified a framework for HR development incorporating the components of objectives, policy, strategies, implementation responsibility, indicators and time period through a demand driven approach.

Activity 6.11: Strengthen Provincial Public Service Commission with necessary guidelines and formats.

Milestone: To develop necessary guidelines and formats for PPSC in Karnali Province.

Progress: Completed. Karnali Province Government has passed Provincial Service Commission Act, 2077, under these acts commission members have been recruited. As such Karnali Provincial Service Commission is now being functional. During this process, PLGSP has supported the development of PSC operational and management guidelines and necessary formats and framework including strategy and policy papers. The PPSC portal management system is currently being developed under PLGSP/OCMCM.

Activity 6.12: Provincial Civil Service Information system established and operationalized.

Milestone: To operationalize PIS system in Karnali and Sudurpaschim province.

Progress:Complete. In Karnali Province, OCMCM has developed and established the Provincial Civil Service Information system through a consulting firm. The provincial PIS-system is being updated by collecting the required data from the field. The updated civil service information in the system will be linked with the federal level PIS. Orientation at PGs and LGs level government staff has been completed to operationalize the system. The system is in the process of collecting, updating the documentation of the required information of all provincial staff.

In Sudurpaschim Province, the activity has been dropped. As it has been done by the resource of OCM. PLGSP provided only technical support.

Activity 6.13: Strengthen Planning and Budgeting System in PG.

Milestone: i) to prepare and implement Planning and Budgeting guidelines in Province 1 and Sudurpaschim Province.

ii) To develop one strategy and policy paper on important areas of work of the provincial government in the provincial planning commission of Province 1.

Progress: Partially completed.

Province-1 Completed revision of Provincial Planning and Budgeting Directives 2076. In technical support from PLGSP, study on trend analysis of Provincial Planning and budgeting system of province-1 has been completed. The recommendations for further improvement of the planning and budgeting system of the provincial government have been presented in the study report. The main recommendation was on synchronization of annual plans and programs with Periodic Plans and MTEF for further improvement.

In Karnali Province completed, OCMCM in close coordination with PG ministries developed the policy, program and budget monitoring system. Program and budget monitoring guideline /framework has been developed aligning the Provincial planning commission's guiding policy and practices. As such, a program and budget monitoring system with operational guidelines has been prepared in the fiscal year 2020/21.

In Sudurpaschim Province, the activity has been dropped as coordination with provincial planning commission took more time and it deferred to next fiscal year.

Activity 6.14: Conduct capacity development training for IT Officer/Computer officer in PG Ministries.

Milestone: To Train 24 IT personal and Computer officers in Province 2.

Progress: Exceeded.

In Province 2, a total of 38 IT Officers and Computer Operators of provincial ministries and PG agencies trained on the use of IT applications in a five day event. The trainees have enhanced knowledge on website update, GIS technology, e-service delivery, e-governance implementations, data management and security, and other ICT tools and technologies. The training not only enhanced the knowledge of the IT personnel but also created a common platform for the interaction among the IT personnel of Province-2.

In Gandaki Province, a total of 26 IT officers (2 F, 24 M) of LGs trained on Geographic Information System (GIS) training. The trainees have enhanced knowledge on GIS definition, use of different kinds of GIS tools (QGIS), installation, working with vector data, working with roster

data, WEB mapping with leaflet, database creation and linking, and spatial rest API creation and rendering etc, and use this knowledge in strengthening the IT system of respective LGs.

In Karnali Province, Two events of capacity development training for IT officers of LGs and PGs have been accomplished in the Capital city of Karnali Province -Surkhet. IT officers from 7 provincial Ministries and IT officers from 42 LGs participated. Website management, GIS technology, operationalization and management of e-governance oriented systems , data creation and linking contents incorporated in the training session. As a result of training and frequent follow up support to PG-Ministries and LGs in Karnali. 7 Provincial ministries have been improving web site management to deliver public information. As per the follow up result of the training event 21 LGs (Jumla-1, Jajarkot -2, Surkeht -5, Deilakh -5, Kalikot -1 , Humla -2 , Pachim Rukum -2 , Salyan -3) have improved public information management through their website.

Activity 6.15 Develop an internal control system for PG and execute it.

Milestone: To prepare and implement internal control systems in Bagmati and Sudurpaschim Province.

Progress: Incomplete.

Bagamati Province, PPIU TA team has prepared the final draft of the internal control system (ICS) of Bagamati province in close coordination with the provincial treasury controller office (PTCO), OCMCM and PG ministries, but according to province fiscal guiding regulations 2076 (Predesh Aasthik Karyabidhi Niyamawali 2076) of Bagamati province, the Provincial Treasury Control Office (PTCO) need to prepare outline and guideline for preparing internal control system and which has yet to formulated by PTCO prior to fiormal adoption. PPIU in consultation with PTCO and OCMCM will follow-up and move forward with this in the next fiscal year.

In Sudurpaschim Province, the activity could not proceed. Because coordination with PFCO took more time than expected and will be done in the next fiscal year.

Activity 6.16: Organize workshops on important issues of federalism.

Milestone: To organize 4 workshops and published proceedings in Province 5 and Sudurpaschim Province.

Progress: Incomplete.

Lumbini Province has planned to organize a workshop on the theory, concept, principle, practice and its current issues of federalism at provincial and local level. A concept notes and ToR was developed and approved by OCMCM to organize the workshop. The EOI and RfP process was also completed. At the last moment the lockdown caused by second wave of COVID-19 hindered the process to move forward.

Sudurpaschim Province could not initiate this activity due to Covid-19 and will be continue in the next fiscal year.

Activity 6.17: Conduct organization & Management study of PG.

Milestone: To conduct O&M study of PG and publish study report in Province 2, Province 5 and Sudurpaschim Province.

Progress: Partially completed.

Complete. **Province 2** has prepared a draft O&M study of provincial ministries. It was done by forming a task force of the OCMCM formed under the guidance and leadership of the Principal Secretary. The members of the task force and other staff of OCMCM were mobilized to collect the data and information for the study. The finding of O&M study aims to improve the existing organizational set up and administrative management towards achieving the objectives of provincial governments and selected ministries.

Underway. **Lumbini Province (Province 5)**, The provincial ministries and offices formed a task force which has submitted reports to the OCMCM and OCMCM and a final summary of the reports and synopsis booklet is being finalised, which will form the basis of implementing O&M study reports in their respective offices.

In Sudurpaschim Province, the activity was dropped as OCMCM has planned from its own budget which is expected to be completed next year.

Activity 6.18: Organize in- country experience sharing visit for senior officials.

Milestone: To conduct exposure visit for PCC members and Senior Officials of OCMCM in Province 1, Province 2, and Province 5 and Sudurpaschim province.

Progress: Incomplete

In Province 1 and Province 2 this activity could not be completed because of COVID -19 outbreak and dropped. **In Sudurpaschim Province**, the activity was not initiated and deferred to the next fiscal year..

Complete. **Province 5 (Lumbini)**, a six days in-country experience sharing visit for senior officials has been completed on 9-14 July 2021. Total seven officials of the OCMCM visited Province-1, 2 and Bagmati. The team visited the Province Service Commission and Sub-Metropolitan City of Hetauda, interacted with officials and learned to know the service delivery system adapted by the Ministries and shared learning and experiences. The team visited the small cottage industry office, and Transportation Office of Dhankuta and get information on service delivery mechanism to the

citizens and also visited in Nijghad Municipality, Bara and Lalbandi Municipality of Sarlahi regarding service delivery in the Municipalities.

Activity 6.19: Strengthen local Governance Programme through mobilizing experts (Mobilization of University Graduates in Agriculture, Veterinary, Engineering, Accountability and Oversight).

Milestone: To Mobilize experts/university graduates in the areas of agriculture, engineering with special focus to recovery from COVID impact in Province 1 and Gandaki Province.

Progress: Incomplete

Incomplete. **Province 1**, preparatory consultation meetings (with Purbanchal University, Manmohan University and Chief secretary & other concerned agencies etc. focusing on operational modality), need assessment, including preparation of operational guidelines to conduct this activity were completed, but the guideline was not approved, because of unfavourable environment caused political instability and COVID outbreak (2nd wave).

Draft guidelines for the operationalization of PCGG and monitoring and evaluation framework of the internship program and other documents such as M&E framework of the program, draft eligibility criteria, draft management structure of the program were also prepared, but could not be completed because of the outbreak of COVID-19 pandemic.

Exceeded. **Gandaki Province**, the volunteer mobilization has been successful in mobilizing volunteers skilled in various technical areas in 49 different local levels and the quality of service delivery of those local levels have improved through their contribution. The OCMCM prepared volunteer mobilization guideline, 2077 and made a memorandum of understanding (MoU) with Council for Technical Education and Vocational Training (CTEVT) to support LGs to carry their business with focus to COVID-19 context. As such, 82 technical volunteers (agriculture-37, Veterinary-35, Amin-4 and civil engineer-6) were selected and deputed to 41 LGs for six months (1st Magh to 31st Ashad, 2077).

Due to the job creation at the local level during Covid times and the improved economic empowerment, the volunteer mobilization has contributed to the Sustainable Development Goals (SDGs). Some of the major activities they have performed includes running soil test campaigns, animal vaccination, fodder & vegetable seed distribution, identification of goat pocket areas, plastic tunnel distribution etc. Due to the improved changes realized at the local level, volunteer mobilization program has been included in this year's budget as well.

Despite the Covid-19 situation, the volunteer's mobilization was found very effective and supportive in agriculture, livestock, land management and civil engineering fields by fulfilling the

local level needs. The program has also been well received due to its social inclusion aspect where during the recruitment of volunteers included women, dalit, and other marginalized group.

Activity 6.20: Preparation of Province E-governance master plan.
Milestone: To prepare E-Governance master plan in Gandaki province.

Progress: Complete.

An assessment study found that the e-governance for the management of all e-gov projects has not yet been established in Gandaki province. The e-GMP for Gandaki province has been planned for the next 10 years with 3 years, 5 years and 10 years targets. This plan aims to build consistent policies and governance required in e-Government implementation. The study recommends establishing the process required for efficient e-Government implementation and the prioritized projects.

2.2.4 Output 7: PCGGs made operational to deliver capacity development (CD) service.

The legal status to operationalise the seven PCGGs to deliver the development of the CD services is shown in table x. Province-2, Bagmati, Lumbini Province and Karnali have been operated through executive orders passed by cabinet, while Gandaki and SudurPaschim has been operated through Acts passed by the respective provincial assemblies. Province-1 is currently operated through executive order as the act submitted to the assembly is awaiting approval. It is worth noting that although the PCGGs have been operated through executive orders, all will require legislation to be passed by each respective assembly. It will take time and depends on the process to be taken up by the provincial governments. PLGSP will follow-up the process and report on updates.

Table 3: Progress towards operationalization of the PCGGs

Province	Progress / status narrative
Province-1	<u>Formulated "Province Training Centre (Operational & Management) Regulation 2077 Aswin 18". The Act is tabled in the provincial assembly for approval.</u> <u>ED deputed from the Provincial Government</u>
Province-2	<u>PCGG working under the Executive order 2021 passed, to be published in gazette soon, ED deputed from the provincial government</u>
Bagmati	<u>Good Governance Center (Establish and Execution) Order, 2077 issued on 21 Sep 2020 (05 Ashoj 2077). ED appointed as per the clause of Executive order of PCGG</u>
Gandaki	<u>Gandaki Province Training Academy has been operating under the "Gandaki Province Training Academy Act 2075" and "Gandaki Province Training</u>

Province	Progress / status narrative
	<u>Academy Operational Guideline 2077</u> ". ED's appointment through open competition
Lumbini	<u>Formulated Province Training Academy Regulation 2077; (Establish and Execution) Order, 2077 issued on 1 February , 2021 (19 Magh, 2077) ED appointed as per the clause of Executive order of PCGG</u>
Karnali	<u>Formulated "Karnali Province Governance Promotion Act 2021" passed by Cabinet, ED deputed from the Provincial Government</u>
SudurPaschim	<u>Sudurpaschim Research and Training Act 2077 (SPRTA) has been passed by the assembly and endorsed the Hon. Head of the Province; ED deputed from the provincial government</u>

<p>Activity 7.1: Renovate/reconstruct physical infrastructure of Provincial Center for Good Governance and develop model operational guidelines for PCGG.</p> <p>Milestone: PCGG established and functional in 7 provinces to deliver the capacity development needs of the Provincial and Local governments.</p>

Progress: Incomplete. Although provinces have made some progress in renovation and new construction but it is not complete for the PCGG. Five of seven have made progress in renovation, one started new construction and one could not initiate any work. Because of the limitation to invest in renovation and reconstruction no budget has been planned for construction work in next fiscal year. Progress made in PCGG building renovation and new construction during the reporting period is given on the following table-4.

Table 4: Renovation new construction status of PCGGs

Province	Details on Renovation/ new construction
Province-1	The renovation/reconstruction of the PCGG building i.e. two (2) training hall, one (1) office room and two (2) toilets completed. Internal renovations were also completed.
Province-2	Because of delay in budget revision and limited time available due second wave of the COVID-19 neither reconstruction nor renovation work could be initiated.
Bagmati	Renovation of meeting hall, training hall, rest rooms and internal decorations/lighting etc has been completed.

Province	Details on Renovation/ new construction
Gandaki	Gandaki Province has started to construct a new multi-purpose training building for PCGG with joint collaboration between the provincial government and PLGSP. PCC has decided to transfer budget authorization to MoPIUDTM to construct a new building of PCGG/GPTA and the building foundation work is now under construction. Fund available from the PLGSP has been utilized during the reporting period and remaining work will be completed with the budget available from provincial government. It is a multi-year project and will be completed in three years.
Lumbini	The Provincial Training Academy (PTA) of Lumbini Province has completed the assessment of physical infrastructure and a list of items (equipment/materials/renovation) has approval. Some renovation of training, conference, garden and administrative building has been completed. The PTA has also prepared the Master Plan of PTA and DPR of administrative buildings.
Karnali	Renovated 2- training halls, two toilets and an administrative block); DPR prepared.
SudurPaschim	DPR prepared and renovations including flooring completed. A perimeter wall has also been completed.

Progress in establishing PCGGs (in addition to the milestones stated above): Complete.

In Province-1, OCMCM has deputed technical staff to PCGG to handle the financial activity. Additionally, a series of discussion meetings were conducted to develop concept notes & ToR for DPR preparation. Also, an urgent need to renovate existing infrastructures and construction of new buildings for training and other official purposes was realized.

In Province 2, the Rural Development Training Center (RDTC) located in Janakpur was handed over by LDTA to the provincial government on 28 September 2020. The provincial government has approved the Province Research and Training Center Formation and Operating Ordinance which is underway for its publication in Province Gazette. After this PCGG will be functional as a semi-autonomous institution to deliver capacity development services in the province. The provincial government assigned an under-secretary level staff as Executive Director and also deployed a section officer and a computer operator later in order to operationalize the PCGG. Plans for the renovation of space / infrastructure are in place, pending budget negotiations for development.

In Bagamati Province, PCGG has been established and is fully functional. The physical infrastructure and existing assets of the Local Development Training Academy (LDTA) / Women Development Training Center (WDTC) has been officially handed over to the Bagamati province government.

Likewise, OCMCM has an Executive Director, two directors and 17 staff are in place including officers and support staff. The key areas of training model/curriculum include:

- Curriculum for Cabinet Proposal Writing Training
- Curriculum for GESI Mainstreaming
- Curriculum for IT System Development Training for Provincial and LGs IT Officer
- Curriculum of Procurement Management Training
- Curriculum for Service Entry Training
- Curriculum for Service Entry Training of Officer (level-6)
- Curriculum for In Service Training of Officer.(Level 7 & 8).

Details of PCGG Bagamati can be accessed from www.pcgg.bagamati.gov.np.

In Gandaki Province, Gandaki Province Training Academy (GPTA) has been established as a Provincial Center for Good Governance (PCGG) in 2019. It has been functional according to the GPTA Act, 2075. GPTA is serving as a resource centre to strengthen PG and LGs in terms of individual and institutional capacity development.

In Lumbini Province, PCGG is functioning and providing training for PG and LG staff.

In Sudurpaschim Province, Due to the COVID 19 and pressure of the time and late process for the E-bidding, the construction work was delayed. A PCGG bill had been passed at the provincial assembly and endorsed by the head of the province.

2.2.5 Output 8: Modernized LGs have strong administrative systems and accountable public financial management (PFM) systems.

Activity 8.1: Strengthen information management system of LGs (753 LG).

Milestone: To Strengthen IT system in all 753 LGs.

Progress: Incomplete. Technical assistance has been provided to IT Officers to modernize LGs. In the reporting period, 669 LGs out of 753 have recruited the IT officers to strengthen the IT system and promote e-governance at local level. IT officers have been supporting respective local governments in strengthening information management systems, e-planning and improving service delivery by using IT applications.

Activity 8.2: Roll out SuTRA in local governments.**Milestone: 753 LGs submitted electronic trimester financial reports to FCGO.**

Progress: Complete. Electronic financial report is available to FCGO from 753 LGs but addition of other filed in the SUTRA such as revenue is underway. SuTRA is being implemented in 753 local governments and budget approval and expenditure reporting has been done through SuTRA. Procurement of live server completed & strong data backup system is now in place, it has been operationalized from Jan 2021. 7 ITO deployed at provincial level, who have been providing support for SuTRA implementation.

As of 15 July 2021, all 753 LGs have completed income & expenditure estimation, budget approval, treasury operation and expenditure components. Of these, 627 have also completed Deposit (Dharauti) and 208 have completed revenue allocation.

Collaboration with Multi Donor Trust Fund (MDTF)/PFM and other PFM projects in rolling out SUTRA

Since there are other development programmes supporting government in strengthening Public Finance Management Systems, FCGO has taken fully into account the need to avoid duplication and maintain complementarity. PLGSP PCU held periodic discussions with FCGO to ensure that.

Regarding the implementation of SuTRA, FCGO has established Disaster Recovery Plan and management of existing RISC Servers at FCGO under PLGSP support. In addition, IT support centers with logistic and computer lab have been established in all Provinces based District Treasury Control Office (DTCO).

SuTRA is being rolled by FCGO under the support of PLGSP. SuTRA package consists of several modules including a tax collection modules and others as per the requirement of the Government of Nepal which requires a periodical enhancement of the current systems. The government has asked DFID and USAID's support to effectuate such modules and activities. Hence, the system development for SuTRA and the technical team for software development is being supported by DFID, while the USAID provided training support in SuTRA. Thus, the support system development and roll-out clearly complement each other. It is felt important to continue the coordination between the DFID and PLGSP for creating better synergies.

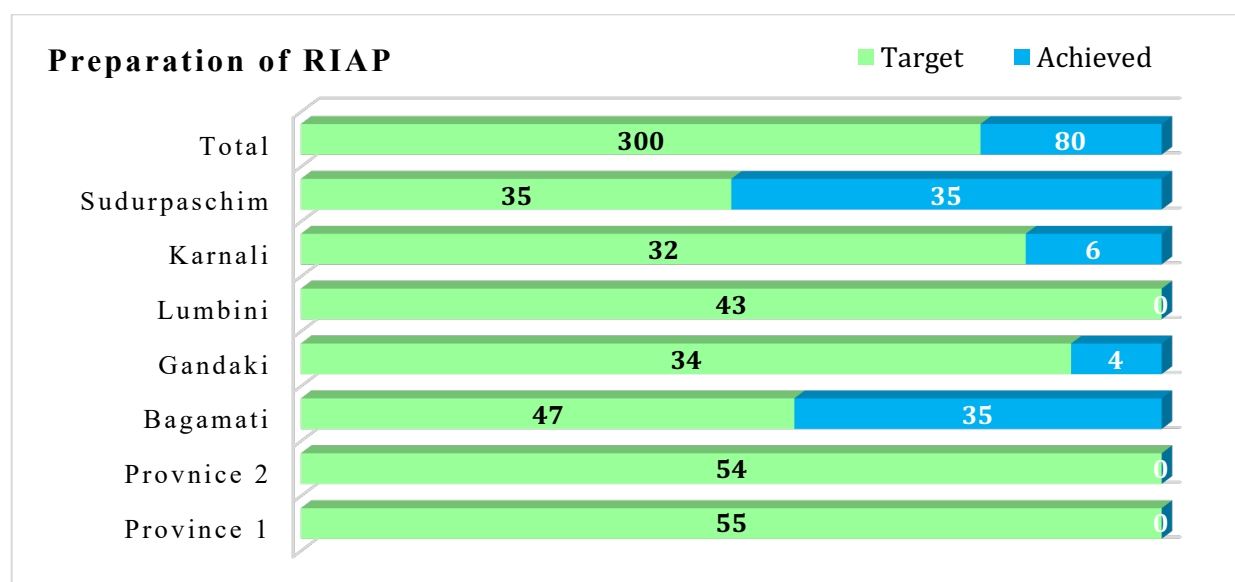
In addition, FCGO has undertaken PFM reform initiatives under Integrated Public Financial Management Reform Project (IPFMRP) funded by MDTF and has developed a comprehensive accounting and reporting procedures at federal and SNG level where PLGSP does not cover. Further to this, the FCGO has developed a comprehensive internal control procedure to ensure that the government operation attains some basic fiduciary standards under IPFMRP. PLGSP has

used this guideline for mentoring and coaching PLGs on enhancing their internal control system and harmonizing the learning and use of already developed products in the reporting year. In the next year PLGSP has planned to develop the internal control guidelines for LGs. PLGSP will maintain close coordination and collaboration to avoid duplication and to promote complementarity in achieving the intended results.

Activity 8.3 Prepare Revenue Improvement Action Plan (RIAP) of LGs.

Milestone: To prepare RIAP in 300 LG

Progress: Incomplete. In order to explore the potential of increasing its own source revenue of LGs, LGs have been oriented/trained to prepare a revenue improvement action plan by analyzing current status of own source revenue against revenue potential and revenue mobilization capacity of local governments. Due to the COVID-19 pandemic, progress against the milestone could not be achieved as intended. However, during the FY 2020/21, 80 LGs out of 300 targeted prepared RIAP to optimize and mobilize local revenue. The province wise distribution of LGs who have prepared RIAP is given as below.



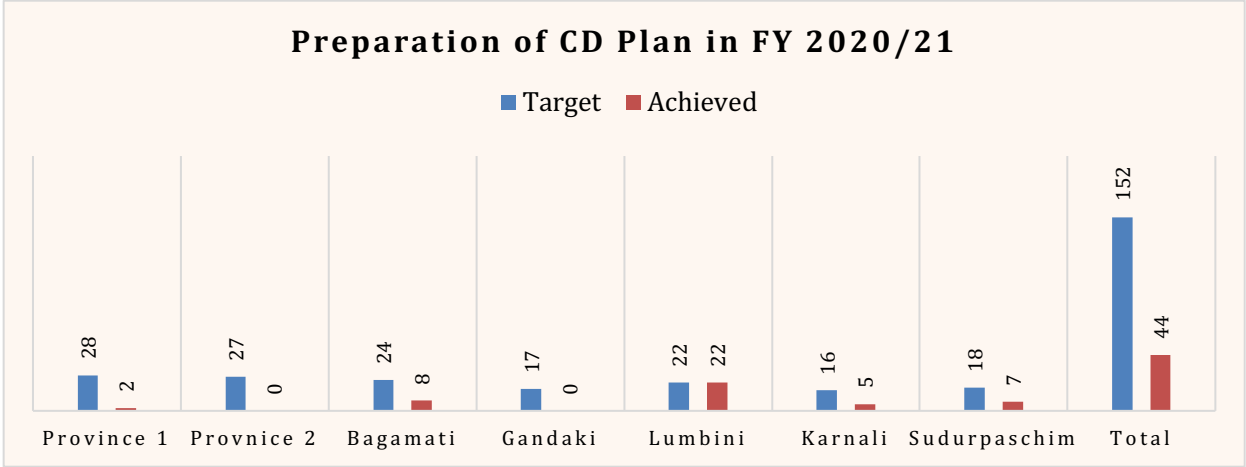
Summary of achievement against milestone is presented in Annex-1

Activity 8.4: Prepare CD plans of LGs.

Milestone: To prepare CD plans in 152 LGs.

Progress: Incomplete. MoFAGA prepared & distributed procedural CD plan guidelines for local governments. PCGG has been supported by local governments to prepare CD plans following the procedure shared by MoFAGA. The process of capacity development plan preparation also took

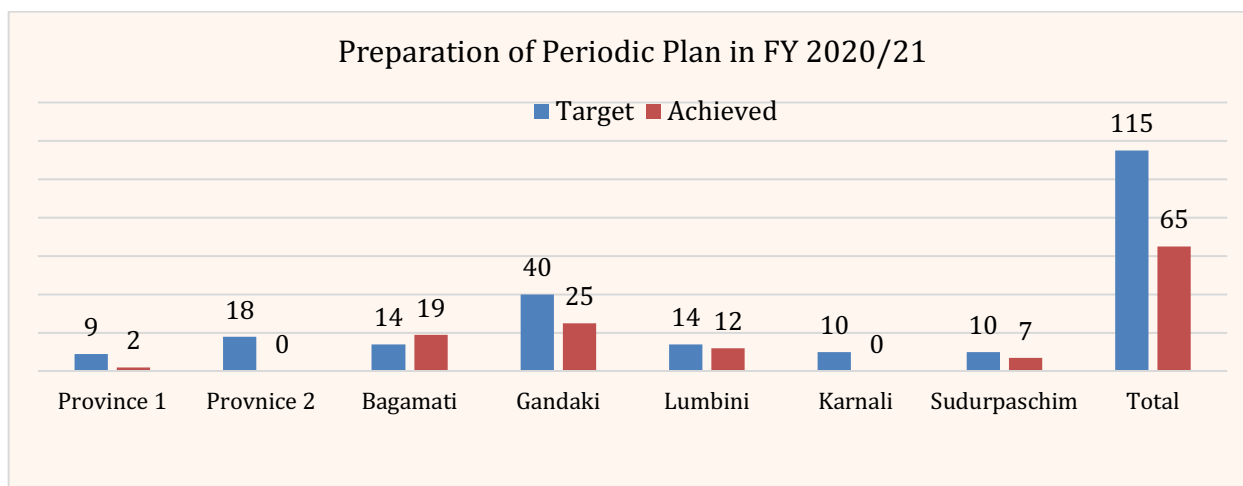
into account the initial findings of LISA and also the findings of the FCNA report. LGs will demand capacity development activities from the PCGG based on the CD plans they have prepared. A total of 44 LGs prepared CD plan in the FY 2020/21 in different provinces as below;



The summary of the progress are presented in the Annex I.

Activity 8.5 Prepare periodic plan of LGs.
Milestone: To formulate periodic plan in 115 LGs.

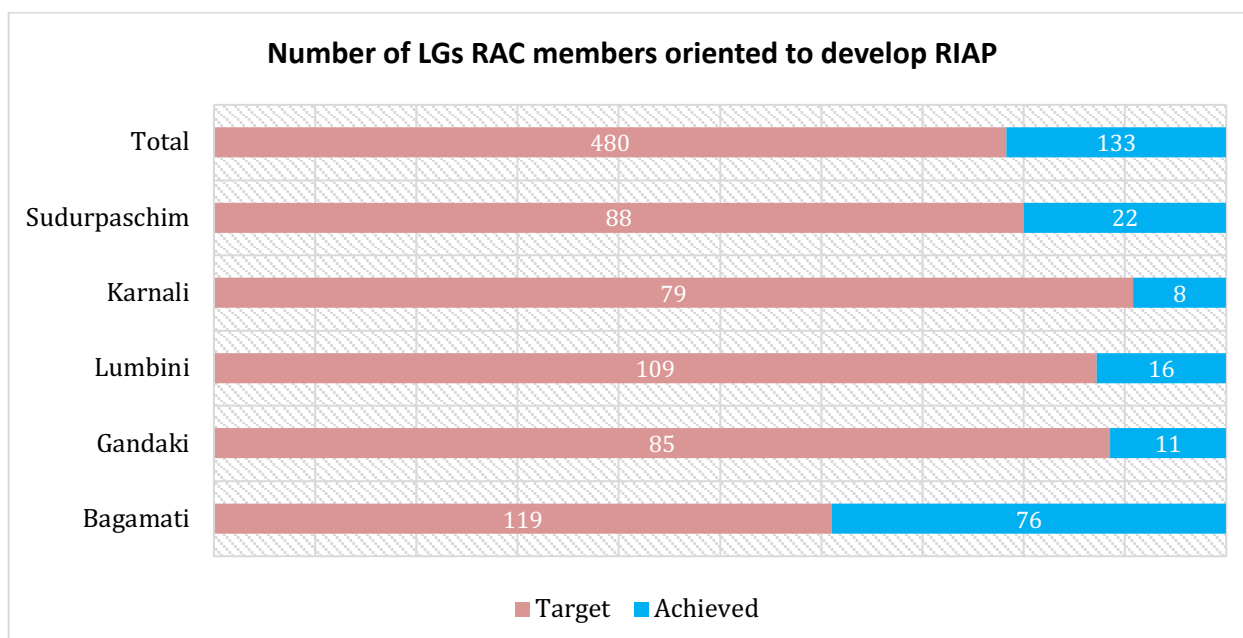
Progress: Incomplete. MoFAGA PCU prepared concepts for the preparation of periodic plans in line with the policy framework of MoFAGA and National Planning Commission (NPC). The concept paper together with the model ToR to hire consulting services to prepare the periodic plan was shared with PCGG in provinces. PCGGs in co-ordination with Provincial Policy and Planning Commissions worked to prepare a periodic plan of LGs in all provinces. Out of 115 target, PLGSP was able to support 65 LGs to prepare periodic plan in the fiscal year 2020/21. PLGSP will follow-up and support the LGs to align their annual programme and budget with the periodic plan from the next fiscal year onward.



Activity 8.6: Organize orientation to Revenue Advisory Committee (RAC) members of LGs.

Milestone: To orient 480 LGs RAC members and officials on RIAP.

Progress: Incomplete. Considering the requisite to enhance the knowledge and clarify the roles and responsibilities of RAC members on revenue generation in the local governments, PLGSP supported the RAC members of the local governments on RAIP preparation focusing on their role and responsibilities. The training enabled them to develop action plans and implement to improve revenue in the local governments. Out of 480 targeted LGs, 133 LGs RAC members were trained in five provinces who have enhanced their knowledge on RIAP. This activity was not planned in Province 1 and 2.



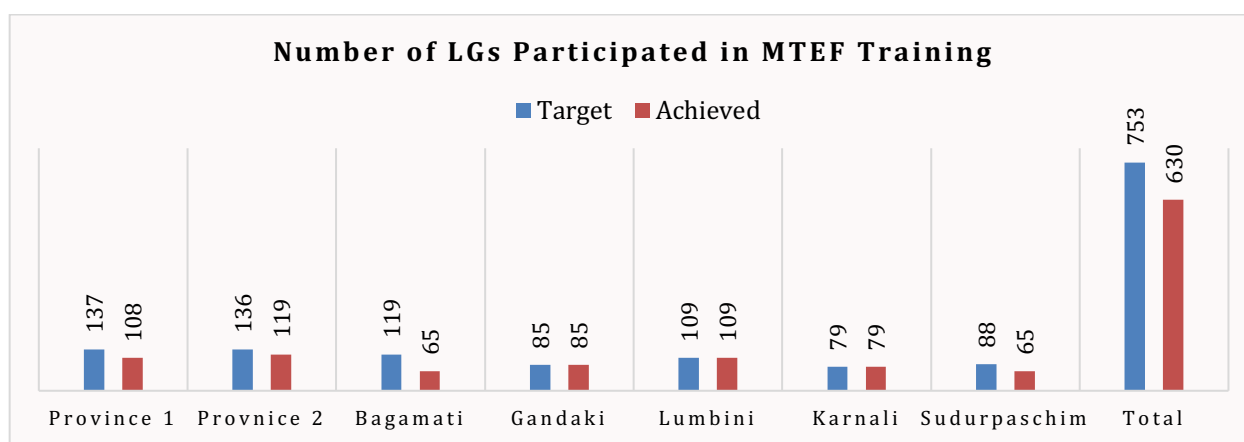
The details of participants in each province with GESI disaggregation is presented in Annex- II

Activity 8.7 Orientation/coaching to elected representatives and officials on MTEF.

Milestone: To orient 753 elected representatives of LGs and staff on MTEF.

Progress:. A total of 630 LGs elected representatives and staff were oriented out of 753 targets in the fiscal year 2020/21 who have enhanced their knowledge on MTEFs’ basic principles, objectives and process of its preparation. Province wise details is given as below.

Chart 2: Number of LGs participated in the MTEF training



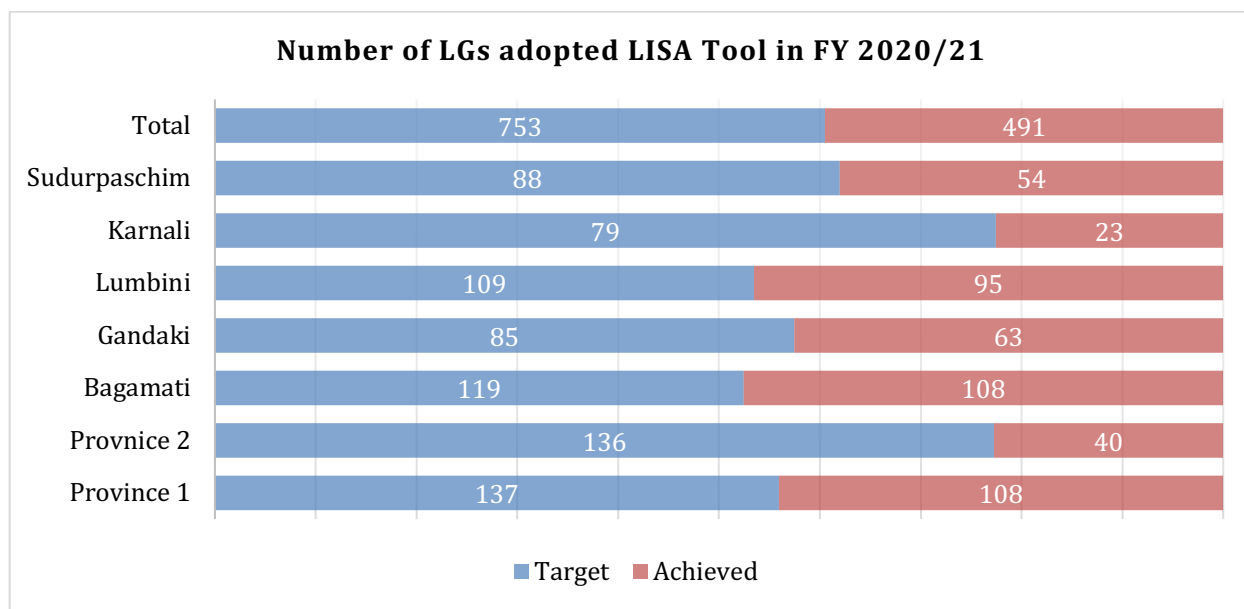
The progress against milestone in each province is presented in the Annex –II

Activity 8.8: Introduce LISA in local governments.

Milestone: To introduce LISA in 753 LGs.

Progress: Incomplete. In the fiscal year 2020/21, LISA Guideline-2077 was revised and approved and the existing online LISA system was also improved as per the approved guideline. PCU provided MTOT to the experts selected by the PCGGs. The MTOT holders were used to provide ToT to the experts selected by the PCGG to conduct LISA orientation and assessment at the LGs level.

After the MTOT, two days LISA ToT has been conducted in all provinces. After successful completion of the LISA ToT, the PCGGs made agreements with the trained resource persons and mobilized them to facilitate LISA in LGs. Resource persons were assigned to support LGs to adopt LISA and to ensure the quality of the score supported by the evidence as per LISA operational guidelines 2077. By the end of the fiscal year 2020/21, the progress of LISA adoption by LGs and disseminate the result through website is presented as below:



Higher than	Lower than	Total Count
>=0	<=10	2 (0.4%)
>=11	<=25	16 (3%)
>=26	<=50	198 (40 %)
>=51	<=80	260 (53 %)
>=81	<=100	15 (3 %)
Total		491 (100 %)

Note: As of 2021/7/13

The details of participants with GESI disaggregation of the participants is presented in Annex- II

During the reporting period, a total of 491 LGs have completed self-assessment of their institution using the LISA tools and uploaded the findings in the web portal. The finding shows that 56 % LGs have scored more than 51 and less than 100 marks while 44 % LGs have scored less than 50 marks of the total 100. PLG's capacity building support will prioritize those LGs who have scored less than 50 marks with focus on the indicators scoring the lowest marks.

A case story on LISA assessment from the field: PPIU and PCGG of Bagmati Province verified the quality of the LISA accomplished by the LGs. A total of twenty LGs (10 LGs having highest score and 10 LGs having lowest score) documents were reviewed by the technical team of PLGSP. During the quality assessment of LISA, few variations in terms of assigning proper numbers as supported by the evidence were observed. For instance-documents uploaded in irrelevant places, incomplete documents uploaded against full mark claims, poor quality of the scanned documents, same documents uploaded in many places even if it was not relevant for those particular sections etc. The quality assessment provided an important insight to support LGs for further improvement of LISA and its quality. Hence, it has been realized that LGs need to be guided on these areas individually and/or based on the gaps identified and especially the documentation part seems to be improved in most of the LGs.

Activity 8.9: Implement Internal Control Guidelines in local governments (coaching & mentoring).

Milestone: To prepare and adopt internal control guidelines in 45 local governments.

Progress: Incomplete. Out of 45 target LGs, only 3 LGs (all in Gandaki Province) have been oriented to develop internal control systems in the fiscal year 2020/21. All remaining LGs are planning to develop internal control system guidelines in the coming fiscal year.

Activity 8.10: Introduce local level bank system and train the staff on it.

Milestone: To develop and pilot project bank system, train 100 staff on it in Karnali

Progress: Partially completed. System could not be developed but training on the concept, and process of project bank completed for 48 staff.

Activity 8.11: Organize facilitation workshop to mitigate the fiduciary risk in PFM

Milestone: To organize workshop on mitigating fiduciary risks in all seven provinces

Progress: Incomplete. This activity was combined with review workshop to present briefly about the FRRAP to chief administrative officers of LGs. Such activity was completed in Bagmati province, Gandaki and Sudurpaschim province. A detail orientation and assessment on FRR is planned for all province in the next fiscal year. It will be done at provincial as well as LG level.

2.2.6 Output 9: LG systems enable horizontal and vertical accountability to all citizens.

Activity 9.1: Introduce a vertical accountability mechanism in local governments.

Milestone: To conduct public hearing and public auditing in 300 LGs.

Progress: Incomplete. All the provinces initiated preparatory works including consultative meetings with the different LGs, held discussion about the conducting public hearing and public auditing and its modality/approach but because of lockdown imposed due to the COVID-19, this activity could not be accomplished and postponed to next fiscal year.

Activity 9.2 Develop a horizontal accountability mechanism for local governments

Milestone: To Develop horizontal accountability mechanism for local governments

Progress: Underway. This activity envisages development of horizontal and vertical accountability guidelines/ mechanisms for local governments to help them to adopt and adapt the

administrative systems, procedures and policies which will make them accountable to the citizens, and enable effective vertical and horizontal communication with provincial and federal governments. To ensure horizontal accountability, the executive and legislative roles need to be further clarified and a robust internal control framework should be in place to avoid any potential conflict of interest. Development of horizontal and vertical accountability mechanisms including tools and processes is underway through Kathmandu University and a first draft guideline and peer review of guideline is in progress, to be finalized in the first quarter next fiscal year.

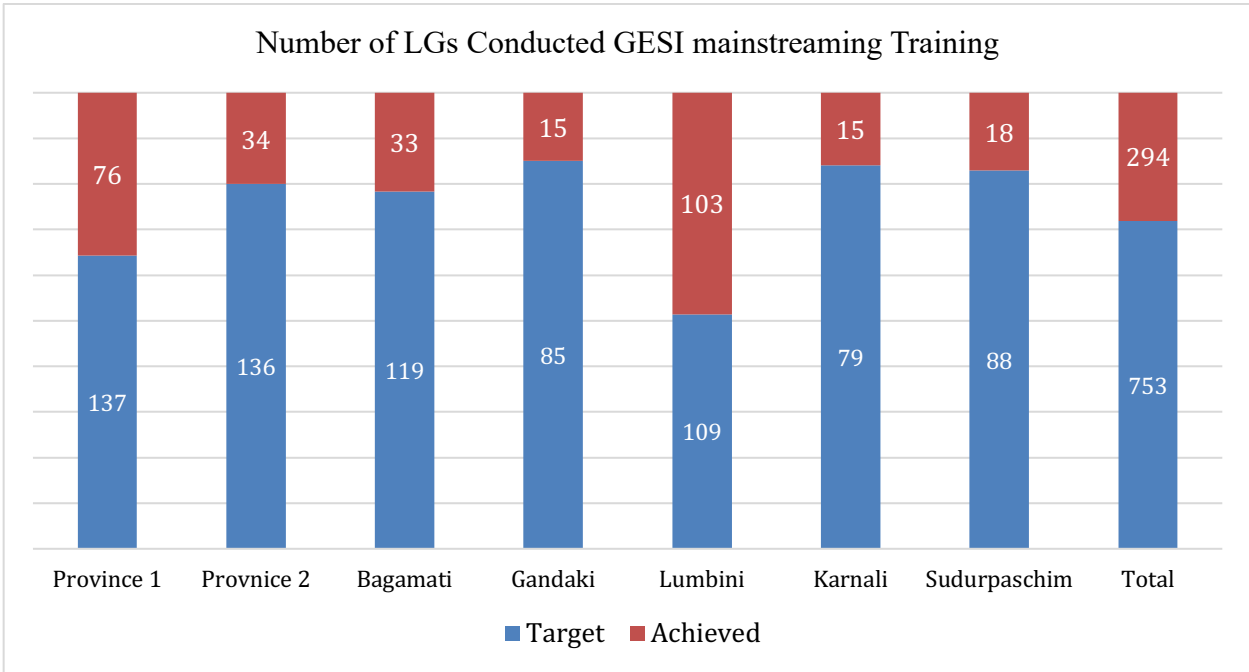
2.2.7 Output 10: LG systems mainstream GESI in their service delivery.

Activity 10.1: GESI mainstreaming in LG.

Milestone: To mainstream GESI in 753 LGs.

Progress: Incomplete. A total of 294 LGs conducted training on GESI mainstreaming. Preparation of GESI strategy is in process in LGs.

The provisions of the Local Government Operation Act 2074 makes it mandatory to ensure the participation of women, Dalits and disadvantaged groups in planning and implementation of development programmes. PLGSP targets to support all 753 LGs through training / orientation to prepare gender mainstreaming strategy and get endorsed from the executive. Having adopted the gender mainstreaming guidelines, LGs are expected to review, amend their policies, programme and service delivery strategies to make GESI sensitive contributing to transformations in social norms and behaviour. Details of the training delivered in the reporting period is given below.



Further to this, GESI related checklist has been developed and embedded with monitoring and evaluation learning framework with the aim to support the programme team to ensure that GESI is well incorporated and mainstream in all steps of program interventions of PLGSP. The check list is used by PPIU/PCGG team who will follow and ensure that women, Dalit and other vulnerable & excluded group of people have an opportunity for their active and meaningful participation & have influential voice throughout the project for GESI sensitive and responsive policies, program and services to all citizens.

Activity 10.2:	Conduct GESI audit of LG.
Milestone:	To conduct GESI Audit in 350 LGs.

Progress: Incomplete. A total of 98 LGs have conducted GESI audit in their programme and budget. All provinces in close coordination and consultation with concerned government line agencies have developed LGs selection criteria for selecting LGs to carry out GESI audit. Only Lumbini Province completed their target (51 LGs) in full.

Based on the criteria, all Provinces have identified and listed out the LGs for conducting GESI audit in respective provinces. All Provinces have developed the required concept note, TORs, budget plan to take forward the process of GESI Audit. Provinces have published Expression of Interest (EOI) and Request for Proposals (RFP) to select relevant institutions and resources to conduct GESI Audit. Despite the COVID-19 pandemic, the progress under this activity is summarized in the tablw-5 below.

Table 5: Progress against the target in GESI audit of LGs

Implementing Unit	Milestone		Progress explained
	Target	Achieved	
PCGG - Province 1	64 LGs	0	Preparatory works such as LG selection criteria for GESI Audit, google form to collect LGs data on GESI and ToR preparation was completed. Standing list of resource persons/consultants was prepared and 64 LGs for GESI audit were selected in three clusters. But due to COVID it could not be initiated as per the plan.
PCGG - Province 2	63 LGs	0	PCGG has trained 27 local freelancers to conduct GESI audits. The implementation of the GESI audit is not initiated due to adverse COVID-19 situations in the country.

Implementing Unit	Milestone		Progress explained
	Target	Achieved	
PCGG - Bagamati Province	55 LGs	30	During FY 2020/21, 30 LGs conducted GESI Audit against a target of 55 LG. In the process, PCGG had announced notices for conducting GESI Audit in 55 LGs. But, only two vendors were selected (out of three) through the procurement process. Unfortunately, one vendor out of two had terminated its contract with PCGG showing the reason for the COVID19.
PCGG - Gandaki Province	39 LGs	0	The second wave of covid-19 adversely affected the PLGSP program and couldn't conduct this activity.
PCGG – Lumbini Province	51 LGs	51 LGs	PTA/PCGG supported GESI Audit in 51 LGs through the formation of GESI Audit task force in respective LGs. The task force reviewed all the policy and program documents with the support of the task force committee. The task force organized an orientation on GESI and audited the policy, program, planning, budgeting, and service delivery, structure, working culture/environment of LGs from the GESI perspective and scored in each indicator. Besides this, SWOT analysis on GESI was also done and developed GESI mainstreaming action plan.
PCGG - Karnali Province	37 LGs	4 LGs	Four LGs conducted GESI audits.
PCGG - Sudurpaschim Province	88 LGs	13 LGs	PCGG was able to conduct GESI audits in only 13 LGs.
TOTAL	397	98	

2.2.8 Output 11: LG systems enable citizen engagement and inclusive participation.

Activity 11.1 Document and disseminate good practices adopted by local governments (knowledge management).

Milestone: To document and disseminate good practices on service delivery of provincial and local governments in the 6 thematic area.

Progress: Incomplete. This activity could not be accomplished because of late authorization of expenditure, nationwide lockdown imposed due to the COVID-19 and limited time available for implementation.

Activity 11.2 PSA materials design and transmission through Radio/ TV/ YouTube for civic Edu. on various contents.

Milestone: To design and transmit PSA materials from media in Karnali province.

Progress: Complete. PSA material designed and transmitted from 17 local FM stations, 16 online news and 10 newspapers.

Activity 11.3: Prepare and disseminate IEC (jingle, TV/ Radio program, documentaries etc.) on GESI, participatory planning, good governance, etc.

Milestone: To prepare and disseminate Jingle on various thematic areas through TV and FM.

Progress: Underway. Consultancy support has been procured through a competitive process to develop different communication related materials in GESI, participatory planning and good governance. Following materials are being developed:

- Short Animated Video (3)
- Short Video Clips (5)
- Information Brochure (3)
- Television PSA (5)
- Radio PSA(10)
- Print Design/ Infographics/ Posters (12)
- Knowledge Management Portal (a self-paced learning portal as a part of CDMIS)

The consultancy firm has prepared and submitted an inception report and the product development will be initiated in the first quarter of next fiscal year.

2.2.9 Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs.

Activity 12.1: Mobilize Innovative Partnership Fund (IPF) at local level to implement innovative schemes.

Milestone: To prepare operational guidelines on IPF. Milestone on innovative scheme to be identified after the IPF guideline is prepared and approved.

Progress: Underway. Final IPF operational guidelines have been prepared in a consultative process with PLGSP development partners, UNDP, provincial governments, local governments, associations of local governments and federal agencies engaged in discussion and their feedback /comments informed the IPF. The IPF guidelines have now been finalized prior to being rolled out across the provinces from November 2021.

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

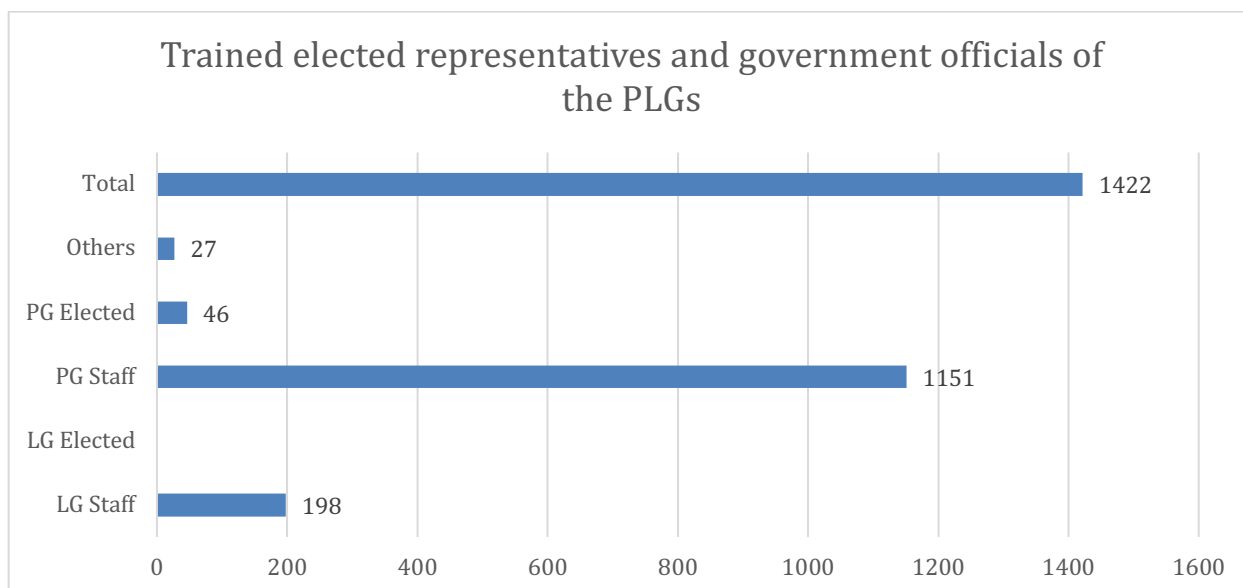
PCGGs have become a driver of capacity building activities at the provinces level and been able to benefit large number officials and elected representatives of PLGs in adding value to their performance. The officials and elected representatives of the PLGs have enhanced their knowledge and understanding of GESI, public finance management, budget planning, RIAC’s role, LISA/MTEF, IT & e-governance, monitoring and evaluation, service-entry and on-the-job training, law drafting and revision, SuTRA CD plans, RIAPs of LGs, and have applied the acquired knowledge in the planning of local development initiatives.

2.3.1 Output 13: Elected representatives and civil servants at the province level are trained for delivering high quality.

Activity 13.1: Train/orient elected representatives and PGs' staff.

Milestone: To train 4000 elected representatives and staff of PG on various thematic areas including GESI.

Progress: Incomplete. Total 1422 PG official and elected representatives were trained and have enhanced knowledge and skill on various thematic areas which will contribute to deliver services to the citizens in more inclusive, efficient and effective ways. Details by PG officials and elected representatives is given below:



Activity 13.2 Conduct orientation and training to the PCU, PPIU and PCGG specialists and support staff (induction training) on PLGSP, federalism, local governance and their roles and responsibilities.

Milestone: To orient 75 specialists/experts and 16 support staff on federalism, governance and their role/responsibilities in PLGSP.

Progress: Complete. MoFAGA jointly with UNDP recruited professional staff in the local level units. The newly recruited staff joined the program with different academic backgrounds, work experiences, and programmatic insights. Therefore, in accordance with the Annual Strategic Work Plan of the TA, during the reporting period, a ten-day online induction training took place involving 71 TA staff. This training was especially important given the likelihood that the personnel come from diverse backgrounds with different levels of knowledge and understanding. As a result of training, 71 staff enhanced their knowledge and understanding of Nepal's federal system of governance, the PLGSP and programme's working environment, including the inter-governmental relationship among three tiers of governments.

Activity 13.3 Support capacity building initiative through exposure cum knowledge sharing visit including roster management.

Milestone: Organized exposure and knowledge sharing visit for government officials and elected representatives to learn roster management.

Progress: Incomplete. Because of the COVID-19 Pandemic this activity could not be conducted, and is carried over to next fiscal year.

Activity 13.4 Support capacity building initiative through Training/workshop and different event management programmes (including M.T.O.T on LISA/GESI/Capacity Development plan, Zoom etc.).

Milestone:

- i) 100 Master trainers and,**
- ii) To train 1950 official and elected representatives (IT officials, executive officials, mayor and deputy mayors of local provincial and federal level) (including MToT on LISA/GESI/Capacity Development plan, Zoom etc.)**

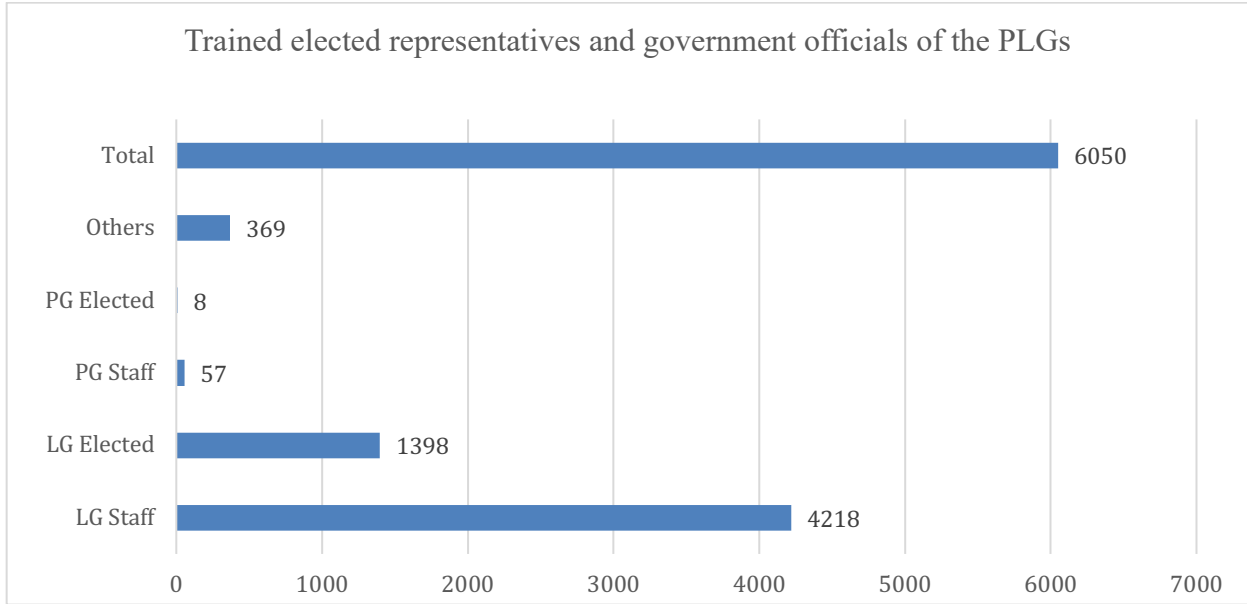
Progress: Incomplete. Due to the COVID-19 Pandemic this activity could not be conducted, and is carried over to next fiscal year.

2.3.2 Output 14: LGs elected representatives and civil servants are empowered and trained for delivering high quality services

Activity 14.1: Train/orient elected representatives and staff of LGs.

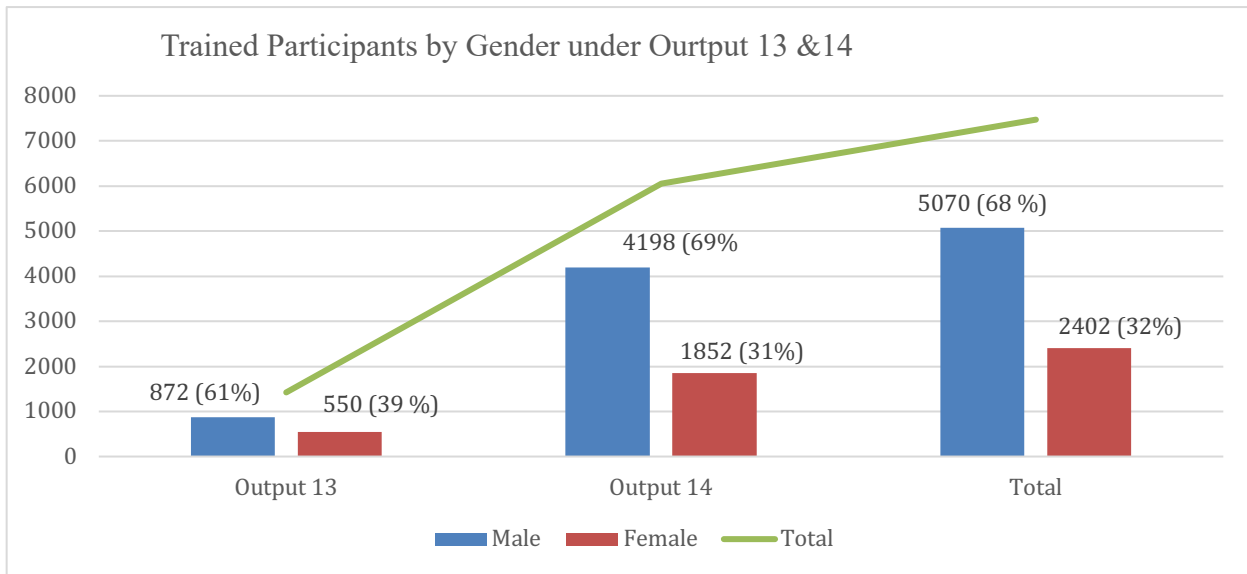
Milestone: To train 24475 elected representatives and staff of LGs on various thematic topics including GESI.

Progress: Incomplete. Total 6050 LG officials and elected representatives were trained and have enhanced their knowledge and skill on different thematic areas which will contribute to deliver services to the citizens in more inclusive, efficient and effective ways.



Participants by gender in output 13 & output 14

Of the total trained elected representatives and officials, 32 % were female. By outputs, 39 % trained female were 39 % in output 13 and followed by 31 % in output 14. For details see the following figure.



Activity 14.2: Organize workshop on federal issues in coordination with LG Associations

Milestone: To organize workshop with LG association and prepare proceedings on federal issues. Screen reader support enabled

Progress: Incomplete. Because of the COVID-19 pandemic this activity could not be conducted, and is carried over to next fiscal year.

Capacity Development activities undertaken in addition to output 13 &14

In addition to the activity by milestone above, a programme of capacity development training and orientation activities was conducted across other outputs at the provincial level, summarised in the table below. It shows total of 21,480 PLGs officials and elected representatives have been trained. By province, largest number trained were in SudurPaschim (25 %), followed by Bagmati (19 %), while the lowest number trained were from Karnali (7%) followed by Pradesh 2 (8%).

By output, larger number trained were in output-10 (38 %), followed by output-14 (28%) and output-8 (24 %), while the lowest number trained were in output-4 (0.3 % followed by output-5 (0.86%) and output-6 (2 %).

Table -6 Training orientation conducted by PCGG/PPIU programme outputs

Province		Province 1	Province 2	Bagmati Province	Gandaki Province	Lumbini Province	Karnali Province	Sudurpaschim Province	Total	Percent	
Output 4	Trained Total	73	0	0	0	0	0	0	73	0.3 %	
	Gender	M	60	0	0	0	0	0	60	82 %	
		F	13	0	0	0	0	0	13	12 %	
Output 5	Trained Total	0	0	0	20	11	153	0	184	0.86 %	
	Gender	M	0	0	0	8	9	72	89	48 %	
		F	0	0	0	12	2	81	95	52 %	
Output 6	Trained Total	63	0	0	70	197	82	0	412	2 %	
	Gender	M	50	0	0	31	176	72	329	80 %	
		F	13	0	0	39	21	10	83	20 %	
Output 8	Trained Total	193	178	461	502	434	735	2604	5107	24 %	
	Gender	M	175	171	362	414	369	125	2080	3696	72 %
		F	18	7	99	88	65	610	524	1411	28 %
Output 10	Trained Total	2306	923	1048	717	2308	166	764	8232	38%	
	Gender	M	1362	663	674	418	1515	61	602	5295	64 %
		F	944	260	374	299	793	105	162	2937	36 %
Output 13	Trained Total	84	175	251	411	87	285	129	1422	7%	
	Gender	M	49	157	179	261	65	64	97	872	61 %
		F	35	18	72	150	22	221	32	550	39 %
Output 14	Trained Total	420	355	2213	318	702	175	1867	6050	28 %	
	Gender	M	326	265	1515	227	551	12	1302	4198	69 %
		F	94	90	698	91	151	163	565	1852	31 %
Total		3139	1631	3973	2038	3739	1596	5364	21480	100 %	
Percent of Total		15 %	8 %	19 %	9%	17%	7%	25 %	100 %		

Since, the output-10 is about GESI mainstreaming and GESI budget audit in all 753 LGs, there was also large demand for training on this thematic area leading to larger number of trained

participants for the reporting period, enabled to understand the knowledge to mainstream and conduct GESI budget of the LGs.

The acquired knowledge will be used in developing, implementation and monitoring and evaluation of GESI mainstreaming guidelines and GESI budget audit guidelines at the local level.

Similarly, in the output-8, PLGSP aims to introduce numbers of plans tools to all LGs. It includes, periodic plans, RIAP, CD Plan, IT systems, LISA, FRRA to LGs which requires series of training to sensitize, guideline and prepare these plans, tools and system for the successful implementation and improvement.

Table 7: Trained officials and elected representatives of PLGS by thematic areas

S N	Thematic areas	Trained #
1	GESI related	9534 (44 %)
2	Finance Procurement & budgeting	2950 (14%)
3	LISA	2401 (11%)
4	Service entry /on-the-job	1121 (5%)
5	IT-e-governance	851 (4%)
6	PME & SDG	816 (4%)
7	Law making	215(1%)
8	Others (cabinet proposal writing, leadership. AI etc.)	3592 (17 %)
Total		21480 (100%)

GESI in Capacity development activities

Of the total trained 21,480 officials and elected representatives, 8 % are dalit, 20 % are Janajati, 9 % Madhesi and 60 % are others. See annex II for details.

3. Progress Against COVID-19 specific contingency plan

A web based reporting system called Crisis Reporting Management Information System (CMIS) which was developed by MoFAGA in 2019/20, through PLGSP, has become relevant and continued in 2020/21. In 2020/21 PLGSP has expanded the scope of the (CMIS). For example, CMIS has added additional information on returnees from abroad including their skill and knowledge which has been very useful for the provincial and local government to offer entrepreneurship training and support to the returnees. This CMIS allows LGs to collect comprehensive data regarding COVID-19 , their status, readiness, preparedness, and their issues

and challenges , and support reporting requirements of PLGs, districts, and federal ministries, particularly MoFAGA.

Training, orientation and workshops were organized virtually or in person, depending on the COVID context of the particular provinces, This modality has greatly worked for particularly PCGG to deliver f capacity development training to the officials and elected representatives of the PLGs. Because of the virtual mode adopted for capacity development training orientation and workshop, the financial progress remained low compared to the physical progress achieved in the reporting period.

While conducting the training orientation on different thematic areas at the various levels, all required safety measures, such as sanitizers, masks, and social distancing were followed. As prescribed by the government such events were managed in small groups in order to allow for social distancing and use of the relevant safety measures.

Dedicated training organized on gender and social inclusion (GESI) and gender-based violence (GBV) to promote and ensure GESI friendly/sensitive and safe quarantine for women, girls and other vulnerable and excluded people to properly respond to and manage COVID-19 during early of the reporting period.

- Gandaki Province mobilized 82 technical volunteers to 41 LGs for six months. These volunteers helped the LGs to continue their business in the COVID-19 context and in the COVID-19 response initiatives undertaken by the LGs. This approach was reported to be very useful for the LGs to manage COVID-19 at the time LGs have very limited regular staff to work.

PLGSP organized coordination meeting with development partners and other development stakeholders and shared the availability and scope of the CMIs at the LG level, shared government policy and approach on the crisis management which explored the opportunity of the working together for the crisis like COVID-19.

4. Progress under TA Support

4.1 Staff Recruitment, Deployment and Continued Backstopping

PLGSP, with UNDP's TA deployed staff to plays a catalytic role in the implementation of the Programme and in the achievement of its results. Out of 109 staff, 95 are being deployed, and the recruitment of 14 experts (seven Infrastructure Development Expert and seven Innovative Partnership Fund Expert) is undergoing a selection process. Please refer to the following table- for more information about overall recruitment and deployment of staff.

Table 8: Recruitment and deployment status of PLGSP staff

S.N.	Position	Disaggregation by Gender			Disaggregation by Priority Group ¹				Remarks
		Male	Female	Total	PG - I	PG -II	PG- III	Total	
1	Coordination and Monitoring Specialist	1	0	1	0	0	1	1	
2	Gender Equality and Social Inclusion (GESI) Specialist	0	1	1	1	0	0	1	
3	Local Governance Expert	4	3	7	1	3	3	7	
4	Governance cum Legal Expert (Team Leader)	5	2	7	1	2	4	7	
5	Programme Assistant	5	2	7	1	5	1	7	
6	Public Financial Management Specialist	1	0	1	0	0	1	1	
7	Federal Governance Expert cum Development Partner Coordinator	1	0	1	0	0	0	1	PG not applicable for this position.
8	Gender Equality and Social Inclusion (GESI) Expert	0	7	7	3	4	0	7	
9	Administrative and Finance Officer	1	0	1	0	0	1	1	
10	Curriculum Development Expert	6	1	7	0	3	4	7	

¹ PG-I: Madhesi women, Dalit women, Religious minority women, Disadvantaged Janajati women & women with disability, PG-II: Madhesi men, Dalit men, Religious minority men, Disadvantaged Janajati men, Advantaged Janajati women, Brahmin/Chhetri women & men with disability, and PG III: Advantaged Janajati men, Hll Brahmin/Chhetri men.

S.N.	Position	Disaggregation by Gender			Disaggregation by Priority Group ¹				Remarks
		Male	Female	Total	PG - I	PG -II	PG- III	Total	
11	Capacity Development Expert	6	1	7	0	3	4	7	
12	Programme Associate	0	1	1	0	1	0	1	
13	IT and E-governance Expert	7	0	7	0	3	4	7	
14	Public Financial Management Expert	5	2	7	1	5	1	7	
15	IT and E-governance Specialist	1	0	1	0	0	1	1	
16	Administration and Finance Assistant	2	5	7	4	1	2	7	
17	HR and Liaison Specialist	0	1	1	0	1	0	1	
18	Monitoring and Reporting Expert	5	2	7	1	1	5	7	
19	Driver	17	0	17	0	4	13	17	
20	Infrastructure Development Expert	0	0	0	0	0	0	0	Selection process completed and put on hold for now.
21	Innovative Partnership Fund Expert	0	0	0	0	0	0	0	Readvertised on 15 June 2021 and shortlisting ongoing.
	Total	67	28	95	13	36	45	95	

Following the fundamentals of Gender Equality and Social Inclusion, UNDP and PLGSP focused on maintaining workforce diversity, to the extent possible. As a result, out of the total selected 95 staff, 29.47 % are female, 13.68 % selected staff was from Priority Group (PG)-I,

37.89% from PG-II and 47.36% PG-III. PLGSP will continue follow human right based approach in order to empower staff member from GESI perspective.

In the reporting period, eleven (11) staff have left the programme and MoFAGA in close coordination with UNDP has successfully organized interim arrangements by hiring temporary replacements for some positions (i.e., Federal Governance Specialist and Development Partner Coordinator, and GESI Experts) and replacing vacant positions with alternatives candidates from the roster.

Table-9: Turnover of staff in PLGSP

S.N.	Positions	Remarks
1	Federal Governance Specialist and Development Partner Coordinator	Resigned
2	Programme Assistant	Resigned
3		Resigned
4	Gender Equality and Social Inclusion (GESI) Expert	Resigned
5		Resigned
6	Local Governance Expert	Resigned
7	Capacity Development Expert	Resigned
8	Monitoring and Reporting Expert	Resigned
9	Gender Equality and Social Inclusion (GESI) Expert	Terminated
10	Programme Associate	Resigned
11	IT and E governance Expert	Resigned

Staff turnover is likely to impact smooth implementation in the field, thus, PLGSP in close coordination with UNDP is in the process of developing a staff retention strategy with concrete recommendations for the PLGSP management with a view to improve staff retention and enhanced programme delivery. This strategy will be developed latest by the first quarter of next fiscal year.

The PLGSP staff oriented on PLGSP, federalism, local governance and their roles and responsibilities to implement ASIP through the induction orientation. Furthermore, staff members enhanced their understanding through team building workshops and customized continue backstopping support, which resulted in improved implementation activity in the field.

Please refer to section 13.2 for detail about the staff capacity building support PLGSP conducted along with the TA from UNDP.

4.2 Procurement of Vehicles

As provisioned in the Project Document, UNDP with the support of MoFAGA, PLGSP successfully undertook procurement and placed orders for purchasing seventeen (17) vehicles under three different segments for the PCU (3), PPIUs (7), and PCGGs (7) through international bidding. All the seventeen (17) vehicles are expected to be delivered by the first quarter of next fiscal year.

4.3 Assistance to Implement Programme

UNDP, as TA provider, assisted with Technical Support to PLGSP for the implementation of TA AWP throughout the reporting period. The UNDP’s assistance included making the PCGGs fully operational, strengthening systems and procedures of PLGs through TA staff, development of policies, guidelines and tools, preparing and implementing Covid-19 contingency plan and Development Partner coordination. Furthermore, UNDP’s support was utilized for hiring and mobilizing expertise.

5. Monitoring Evaluation and Learning

5.1 Baseline information collection:

The establishment of PLGSP baseline information was one of the priority activities of the ASIP 2020/21. During the reporting period baseline information collection for the PLGSP have been completed. Each of the programme log frame indicator has thus baseline information for the PLGSP for monitoring the progress of the Programme interventions in the future.

In the programme log frame indicators were identified as those having already baseline information established at the time the programme document was formulated, those indicators having already published secondary sources to collect the baseline information and those which requires survey to collect the information. It was identified that about one third of the log frame indicators require information collection to establish a base value. Source of baseline information for many of the indicators is secondary source of information, such as official records/publication of the federal, provincial and local governments. Thus to establish baseline information of PLGSP two different methods were applied in 2020/21.

Baseline from secondary source: An independent consultant was engaged to identify the Programme document (PD) indicators, definition of indicators, required base value, and potential sources of baseline information and information collection methods for each

indicator. Given the COVID-19 context in 2020/21 and the required source of information, PLGSP mobilized the already established PPIU/PCGG staff at provincial level and IT support staff at local governments to collect the data from the secondary source along with an independent consultant to guide/coach them to properly collect the information and take the responsibility for their verification, triangulation, data compilation and documentation while maintaining the necessary quality.

Baseline survey 2021: Baseline survey 2021 was conducted by engaging an independent institution for outcome level indicators with focus on the perception of citizens who have received services from the local government (LG) offices about the quality of services and other governance practices at LGs to create baseline information for the Provincial and Local Governance Support Programme (PLGSP). This Survey is a composite of three different elements: i) Service recipients' experiences of public service provided by the LGs, ii) competency of elected representatives at LGs, and iii) participation of LG executive council members from women and marginalized communities in LG affairs

The survey was conducted using multi-stage random sampling drawing samples from 18 districts and 54 LGs. Three different strategies for sampling were used as follows:

Selection of service recipients: Using multi-stage random sampling, 54 LGs were selected. From each LG, using proportionate to population size the sample size for the service recipients was fixed at 5,069 with a margin of error of ± 3 percent. The service recipients were identified using 'client exit interview' method.

Chiefs and Deputy Chiefs of all selected LGs were selected by default. From each sample LG, four members of LG executive council from women and marginalized communities, were randomly selected. Survey Tools: Three different questionnaire modules were administered to three different categories of respondents.

5.2 Planning reporting and monitoring

- A brief PASIP narrative guideline was prepared for provinces to help them to prepare specific narrative with detailed activities that ensures the achievement of the outputs and objectives. It help them to streamline the PASIP activities with the programme intended results in a proper and adequate consultations at all levels of government, including political representatives and government official. And also the guideline emphasises that the lead for PLGSP activities is at province level should come from the Provincial Coordination Committee including coordination with other governance programmes.
- The ASIP 2021/212has been prepared following a bottom-up and participatory approach and in a GESI sensitive way with time bound activities, budget and expected milestones. Further to this, the ASIP contains a separate comprehensive narrative document explaining the purpose

of each activity, mode of implementation, the milestones to be delivered/measured and the budget planned to execute. This will harmonize the understanding for each implementing agency /staff at various levels per activity.

- Based on the ASIP 2021/22, an Annual Monitoring and Evaluation Plan (AMEP) has been prepared which integrates the AMEP prepared at the Province level. It provides the basis for collecting information and measure progress on a quarterly basis as it contains programme indicators, definition of indicators, milestones, timeline, data collection methodology and frequency, means of verification and responsibility to carry out the activities.

5.3 Periodic review and reflection

- Since the PLGSP is a Government of Nepal's framework programme, conducting periodic reviews and learning activities have been entirely aligned with Government's established process and mechanisms. The progress against the milestones planned under outcome -1 have been submitted and reviewed at Ministerial Development Action Committee (MDAC) and National Development Action Committee (NDAC), the supreme monitoring mechanism of the Government of Nepal. Further to this, the key milestones have been reported through MDAC to the Dashboard established at Office of Prime Minister and Council of Ministers (OPMCM) for review and policy feedback on quarterly basis. Similarly, the progress on key milestones have also been reviewed at the Office of the Chief Minister and Council of Ministers (OCMCM) in the Province.
- Further to this, NSC, NEC TASC and PCC provisioned in the PLGSP also reviewed the programme and provided inputs/ for improvement.
- Pre-planning workshops were organized in all provinces in April 2021 where the learnings of the previous year and the priorities of the following year shared and guidelines provided to PCGG and PPIU to prepare the PASIP 2020/21. PLGSP NPD, NPM, PPMs, PPDs, EDs and staff from OCMCM, PIU PCGG and PCU attended the meeting. The meeting was useful to address the issues, expectation and work out proper consultative process for the preparation of PASIP 2021/22.
- Similarly in August 2021, progress review meeting were organized in all provinces except province -2. Because of the political instability the rereview meeting could not take place in Province-2. In other provinces, PLGSP NPD, NPM, PPMs, PPDs, EDs and staff from OCMCM, PIU PCGG and PCU attended the meeting. The meeting was discussed on the issue of slow delivery programme resources and suggested to prepare delivery acceleration plan for the current fiscal year.

5.4 Virtual field visit jointly by DP and MoFAGA

A joint virtual field visit was organized to Karnali and Sudurpaschim province on 30 June 2021. PLGSP's development partners and MoFAGA team interacted with the PPD, PPM, EDs and TA team of PPIU/PCGG and learned on the progress and associated issues. The interaction was on the achievements of outputs and perception of provincial and local government towards realizing the programme intended outcomes across programme intended result areas.

6. Main Streaming Gender Equality and Social Inclusion (GESI)

The PLGSP is committed to make sure that Gender Equality and Social inclusion (GESI) is well integrated and incorporated within its governance system, procedures and processes and also at every stage of developing policies/laws program development and implementation. Thus, PLGSP Program has made conscious efforts to prioritize Gender Equality and Social Inclusion (GESI) SI at all level i.e. from decision making to implementation level through both GESI targeted and GESI responsive mainstream interventions specifically focusing on women, the vulnerable, the excluded and the poor to increase their access to services, enhanced voice as well as through addressing the discriminatory mindsets of those who were formerly dominant.

Thus, PLGSP has prepared its GESI strategy to mainstream GESI in all approaches and program of PLGSP, ensuring that a GESI sensitive and responsive approach is integrated throughout PLGSP implementation. The GESI strategy is in the final stage of finalization and the final draft has been shared with Development Partners (DPs) for their review and final feedback. GESI strategy is expected to serve as a guiding document for PLGSP team to ensure well integration of GESI within

PLGSP has the provision of having dedicated team of GESI specialist/experts within its TA team responsible to assess and ensure quality implementation of GESI mainstreaming and GESI related specific targeted activities of the program and their roles have been instrumental for strengthening the systems, capacities and accountability of PLGs towards gender equality and social inclusion

During the reporting period, PLGSP has prioritized both GESI targeted and mainstreaming interventions in all three domain of change specifically focusing on women, the vulnerable, the excluded and the poor to (i) to increase their access to services and opportunities, (ii) enhance their voices and participation, and contribute to addressing discriminatory practices, mind sets and norms and (iii) policies and that remove barriers.

PLGSP program initiated GESI audit process both in provincial and local level. PLGSP/MoFAGA developed model GESI Audit guidelines for provincial and local governments.

Karnali province developed and endorsed their Provincial GESI Audit guideline and completed GESI Audit of two provincial ministries i.e. Ministry of Social Development and Office of the Chief Minister and Council of Ministries (OCMCM). Likewise, Province 1 completed GESI Audit of its six provincial Ministries based on model Provincial GESI Audit guideline provided by PCU. Altogether, 98 LGs conducted GESI Audit in FY 2020/21. GESI Audit process in provincial and local governments have been effective in sensitizing as well as accountable PLGs for GESI sensitive and responsive plan, policies, program and services of Provincial and Local governments.

MoFAGA/PCU developed and provided model Social Inclusion policy for LGs to support LGs to develop their own policies on GESI.

Karnali province developed and endorsed Provincial GESI guidelines in FY 2020/21 while Province 1 drafted GESI policy and in the process of finalization and endorsement. Likewise, other Provinces are in the process of drafting their GESI policy, guidelines and strategy etc.

In the reporting period, total GESI related expenditure was NPR 213679.59 (000) (including 42687.59 GESI dedicated and 170992 GESI related across all programme outputs) which is 25.47 % of the total PLGSP expenditure under JFA.

7. Anti-Corruption, Human Right and Environment

The basic presumption is that any development interventions and its activities financed with public fund lies on an input-process-output-outcome-impact scale. Corruption is related to both process and results risks. PLGSP is committed and prioritized to strengthen the public financial management system and support is being extended to different levels of the governments to design internal control system, fiduciary risk reduction action plan preparation, development of anti-corruption guidelines and implementation, developing grievances handling mechanism, accountability guidelines, assisting PLGs on introducing Mid-Term expenditure framework for priority programme and projects, developing monitoring system and audit arrears tracking system and mentoring and coaching of PLGs at PLGs level. Successful implementation of these activities is expected to reduce the mismatch between authority and responsibility, maintain compliance with due process and institutionalize justice and fairness.

Fiduciary Mitigation plan in PLGSP:

The Fiduciary Risk Mitigation Action Plan (FRMAP) has been prepared and is implemented for PLGSP with baseline status to measure change afterward. The progress against the key actions during the reporting period is presented in Annex-5. Key progress achieved includes as preparation and implementation of brief ASIP preparation guideline, budget spending by including it in annual budget and programme of provinces, proper programme approval and authorization process in place, all programme funds flow only through government funds, quarterly financial progress as per JA FMR formats, PPIU and PCGG operationalized through MoU with provincial.

Governments, CGAS partially used in the Provincial governments and the SuTRA is in place. Progress against the PLGSP FRRAP will be continually updated and reported in the routine reporting system.

Human right:

Human rights have been considered as a guiding principle while planning and implementing the programme activities across all programme processes and outputs.

Environment Issue

Likewise, PLGSP is also committed to address environmental issues with a focus on disaster risk reduction and climate change issues through its programme activities. During the reporting period, PLGSP has integrated disaster related issues in the training programme and oriented decision makers at PLGS on the issues related to disaster and climate changes enabling them to integrate necessary corrective measures in their regular programmes and budgets. Developed training module on disaster risk reduction and climate change to be used by PCGG to aware/orient PLGs on the issues. COVID-19 management information system established at LGs initially under the PLGSP support has been expanded to cover Crisis Management Information (CMIS) and enabled LGs to collect and integrate all kind of disaster related information and provide to decision makers. The CMIS is largely demanded and used by different stakeholders including federal government agencies and has scope of further improvement.

8. Coordination and linkages

Coordination with DPs and alliance partners:

The programme has been largely successful in enhancing collaboration and coordination with the development partners in the past year. Some of the initiatives noteworthy are the organizing of the virtual joint monitoring field visits in two selected provinces, continuation of established government-led coordination meetings on progress and delivery like NEC, TASC and coordination meetings. The engagement with the development partners has also been extended in regular donor consultative meetings on recruitment of various positions, refining the IPF guidelines, FRRAP guidelines, etc. to name a few.

Coordination with federal agencies:

The NPD and NPM of PLGSP frequently met with National Natural Resource Fiscal Commission (NNRFC) and Office of the Prime Minister and the Council of Ministers (OPMCM) regarding the implementation of the program such as IPF, MTEF, SuTRA, LISA revision and approval, LG monitoring system linked with SuTRA, scoping the intergovernmental relationship and issues in the implementation of federalism. For example a series of meetings were held with OPMCM for the scoping of the intergovernmental relationship, update the functional assignment of LGs as per the constitution. As a result the OPMCM showed commitment to cooperate with PLGSP to

implement these activities and have been planned in the ASIP 2021/22 to be implemented in the leadership of OPMCM. In addition, the PLGSP regularly met with FCGO and developed a mechanism to have this type of meetings on a regular basis.

The LDTA is one of the implementing partners. Series of coordination meetings were conducted between PLGSP and LDTA. Different understanding was reached in the areas of restructuring modality of LDTA, areas of backstopping support to be provided to PCGGs, modalities for national coordination for capacity building, organization of national seminar and similar.

Coordination with provincial and local governments

In addition to the review and reflection meeting held with provincial government including PCGG and PPIU during April and August 2021, meetings were organized during September 2021 with PLGs representatives, representatives of LG association in the process of IPF guidelines preparation and their relevant opinions, feedbacks were incorporated in the final IPF guidelines. As a result it is expected that the IPF guidelines will be implemented with greater ownership and clarity at the local level.

Coordination with development partners at provincial level

OCMCM has also organized coordination meeting with the development partners, provincial ministries, MuAN, NAMRIN at the province level particularly at the time of planning and progress review. Such meeting helped to harmonize the coordination, avoid duplication and promote synergies among the governance support programme. For example, coordination meeting between PSP and PLGSP in Province-1 decided to form a technical working team under the leadership of PPM/PPIU comprising the members from PSP, PLGSP to work together where needed. The technical team met periodically to avoid overlap and duplication between the programme. Further, a joint steering committee was formed for both the programme to ensure complementarity and coordination. The ASIP of PLGSP and YPO of PSP to be prepared in close consultation with the secretary of the government reform division.

9. Risk assessment and mitigation measures

The important risks identified during the reporting period and a brief assessment of the impact on the programme is described as follows.

- Weak implementation capacity of PCGGs and PPIUs.
Delay in bringing PCGG into operation continued to some extent in the reporting period as different legislative procedures undertaken by the provincial governments to operationalize the PCGGs are still underway except in Gandaki province, Karnali and Sudurpaschim. Others have been working through the executive order passed through the Provincial Cabinet, while the act is tabled at provincial assembly which is still waiting approval in province-1.

- Frequent turnover of staff in PPIUs and PCGG.
Most of all TA staff except IPF and ID experts were on board by August 2021. However, the frequent turnover of the staff came effect affecting programme delivery and is foreseen to happen in the next fiscal year. Programme will follow the alternative options to fill in the gap and develop staff retention strategy to motivate the staff to remain with PLGSP
- Weak coordination between PPIUs and PCGGs.
The Office of Chief Minister and Council of the Ministers took lead in planning and coordination of all PLGSP activities to be implemented by PPIUs and PCGGs, the issues of weak coordination came because of distance placement of two institutions in some provinces and is likely to happen in the next fiscal year as well, more because of distance placement.
- Reluctancy of the provincial and the local governments to take full ownership of the programme.
However, as the implementation progressed, the Provincial governments have been increasingly taking ownership of the programme. Provincial Coordination Committee chaired by the Hon'ble Chief Minister is taking important decisions related to PLGSP implementation and oversight. Frequent planning and review meeting organized between MoFAGA and provincial governments have helped to enhance the understanding and ownership of the PLGs to the programme. It is still required to improve further in the next fiscal year.
- Outbreak of epidemic such as COVID-19/natural disasters.
COVID-19 outbreak particularly the second wave out break during March 2021 remained one of the major factors negatively affecting the programme implementation during the reporting period. There are still uncertainties and it is likely to continue in terms of third wave in the next fiscal year.

The following table includes an updated risk matrix for the Programme. Three additional risks have been added related to the COVID-19 crisis, local and national election and frequent turnover of the TA staff, while the other remain still valid. First, there is a risk that the pandemic will continue in terms of third wave next year, with high impact on the Programme implementation. The Programme will regularly monitor the context at the local level and review it in November 2021 in order to explore alternative mechanisms to achieve the results. Secondly, there is a risk of delay in programme implementation due to upcoming local and national election next fiscal year. The Programme will follow alternative options to minimize the effect of election on the programme implementation such re-scheduling, pre/post ponding the planned activities.

Table 10: Risks, impact and mitigation measures

S.N	Risks	Probability	Impact	Mitigation Measures
1	COVID-19 pandemic third wave continues into next year.	High	High	Flexibility should be part of GON and PLGSP for implementing the programs. Considering the programs implementation, PCC, NEC, NSC should meet earlier than scheduled in Pro Doc. And those committees will take necessary decisions.
2	Upcoming local and national election affect the programme implementation	High	High	The Programme will follow alternative options to minimize the effect of election on the programme implementation such as re-scheduling, pre/post ponding the planned activities.
3	Frequent turnover of the TA staff	High	Medium	Develop alternative option to fill in the gap and develop staff retention strategy
4	Reduced internal resources of PLGs because of COVID-19 pandemic	Medium	Medium	Project focuses on improving the efficiency of PLGs for resource mobilization
5	Local Governments will not be getting additional HR due to measures imposed by Federal and Provincial Governments	High	Medium	Broaden the capacity development strategy for local governments and use additional experts, volunteers, interns as technical hands on/resource persons to help PLGs
6	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.

S.N	Risks	Probability	Impact	Mitigation Measures
7	Weak coordination between the PPIUs and PCGGs.	Medium	Low	Establish Coordination Team under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members
8	Weak financial management in provincial and local governments	Medium to High	Medium to High	Strengthened PFM system at all levels. Increased awareness on the importance of robust PFM amongst leadership at sub-national levels. Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)
9	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
10	Weak voice of local governments (lack of the recognition of Local Government Associations - LGAs)	Low	Low to Medium	Recognize the LGAs as forum for local governments for collective consultations and representation at provincial and federal levels
11	Non-JFA DPs and INGOs working in governance reform and capacity building reluctant to align within the PLGSP framework	Low	Low to Medium	Improve coordination with non-JFA DPs and INGOs through a regular dialogue process. Flexible programme approach to allow non- JFA DPs to operate within the PLGSP framework

10. Financial Progress:

The total budget of PLGSP for the fiscal year 2077/78 was NPR 3206 million comprising NPR 43.9 million from the contribution of GoN and NPR 3162.1 million from the contribution of Development Partners JFA. NPR 839.70 million (GoN NPR 16.16 million + JFA NPR. 823.54 million) was spent and NPR 2366.3 million remained unspent. The utilization breakdown shows only 36.81% utilization of the GoN contribution and 26.04% utilization of the JFA contribution. During this fiscal year, NPR 628.14 million was deposited in FCA accounts. From the allocated NPR 3162.1 million, only NPR 823.54 million was spent from JFA.

In the reporting period, total GESI related expenditure was NPR 213679.59 (000) (including 42687.59 GESI dedicated and 170992 GESI related across all programme outputs) which is 25.47 % of the total PLGSP expenditure under JFA. During the reporting period, the budget spent was less than planned i.e. 26.19 % of the total budget. The main underlying reason of low budget spending was the outbreak of second wave of COVID-19 during second quarter 2021 affecting the peak ASIP implementation period.

Table 11: Total budget and expenditure by implementation levels 2020/21

Entity	Annual Budget	Total Expenditure (NPR)	Expenditure % in Total Annual Budget
PCU	386092000	274389744.7	71.07%
FCGO	192908000	118298656.74	61.32%
Provinces	2627000000	447013810.81	17.02%
Total	3206000000	839702212.25	26.19%

Table 12: Budget expenditure by Provinces 2020/21

Province	Annual Budget	Total Expenditure (NPR)	Expenditure % in Total Annual Budget
Province-1	399100000	52198497	13.08%
Province-2	397800000	35296900	8.87%
Bagmati	385500000	92607257.47	24.02%
Gandaki	355800000	81487373	22.90%
Lumbini	378700000	70256162	18.55%
Karnali	352100000	41881800.86	11.89%
Sudurpachim	358000000	73285820.48	20.47%
Total	2627000000	447013810.81	17.02%

Similarly, the total budget under TA for January - July 2021 and expenditure of the same is given in the following table. Budget expenditure is 60.79 % in TA during the period of 1 January- 15 July 2021.

Table 13: Financial Expenditure under TA

USD

TA	Budget	Expenditure	Percent	Off - treasury
Total	1653400.19	1005135.54	60.79 %	on-budget, off- treasury

Details on Financial progress as per the JFA Financial Monitoring Report (FMR) is given in Annex (a sperate file is attached)

11. Challenges and lessons learned:

COVID19- COVID19 has continually created implementation challenges on organizing in person training events and other program activities which led to significantly lower delivery of the programme budget. Therefore, adjusting the PLGSP in the context of COVID-19 crisis is becoming extremely important and equally challenging given the delivery of the programme. Though the government’s safety protocol has been followed in each training event, the participation of intended beneficiaries in the events is still not satisfactory. This situation affected the participation of actual beneficiaries as well as effectiveness of the content to be delivered at the local level.

TA Staff Retention

The last year has been challenging from the point of view of TA staff and their retention. A total of 11 staff (from a total of x) have resigned from their positions since the inception of the programme, of which 73 percent are male and 27 percent female, comprising Team Leaders-Local Governance Experts (2), Capacity development experts (2), GESI Experts (3), IT experts (1), Assistants (3). The departing staff have cited family reasons as a prime reason of departure and have found better opportunities in other international organisations. During times of Covid, the TA staff have felt the need for close monitoring and field visit from the programme coordination unit as one of the major challenges which was limited by the restricted mobility due to Covid-19.

Civil Service Appointments

In addition, the frequent transfer of the Government Officials at the provinces level (transfer of PPDs for example, PPD of Bagmati and Lumbini changed within a period of three months). Inadequate representation of GESI in the provincial and local government services

and political representation in the respective assembly is directly affecting the GESI results, since the programme focuses on the PLG s' officials and elected representatives.

In some cases, late deployment of the Executive Director in PCGG has affected the programme implementation. For example, ED was assigned to PCGG of province-2 only on 8th Oct 2020.

Strengthening Programme Ownership

The ownership of the programme has to be strengthened at the province and local level through increased interaction and coordination. Efforts have been taken to address this and will be prioritised in the next programme period.

Ability of PLGs to spend allocated budgets

The challenge to spend at the province level still remains due to the lack of standard norms of the government particularly to procure consultancy services, which needs to be devolved by the federal to the provincial and local level. Addressing this challenge needs to be prioritised to increase the expenditure at the provinces.

Streamlining Procurement

Longer procurement process has been reported from most of the PCGGs to be underlying cause for delayed delivery of the programme. Since the PCGG is a new creation it might have limited ideas leading to several challenge in procurement process. It will be improved by having consultation with the core stakeholders/departments and timely finalize the implementation modality, requirements of the procurement process including document, time line, selection of LGs.

Learning:

- Organized meeting by MOFAGA/PCU with PPD, PPM including PPIU/PCGG TA team, section units of OCMC) enabled implementation activities to be expedited and increased ownership of the programme. Regular consultations and engagement meetings among the team members and concerning authorities (OCMCM and line ministries) could help cement common understanding for programme implementation.
- While the PCGGs of seven provinces have completed much capacity development training, participants' feedback has identified a need to improve the curricula of the training. For example, there is a need to revise the training curricula of the service entry training for GoN Account/Administrative staff of level 4 and 5. Feedback from Bagmati province was that the service entry training should include, and focus on, the job description of participants. It has been realized that the quality and content of the training events need to be reviewed and improved. PCGGs will take into account the quality issue from planning to execution of each training/event including curriculum design, deliberation and roster management. PCGG accept such feedback and other learnings and continue to improve the training content and quality.

- While the large number of LGs have used LISA and posted the assessment findings on the website, a number of areas have also been identified that require improvement of the quality of the LISA assessment. In addition to the orientation on the assessment process, follow-up, review and feedback to the LGs applying LISA are needed to ensure quality and its acceptance and applicability.
- Issue-specific coordination meetings between PCGG and PPIU on a regular basis are necessary to enhance synergy & coherence among the team members and the coordination between PCGG and PPIU in terms of sharing expert services (particularly of GESI, M&E and PFM) has to be improved. The service of these experts is intended to be delivered beyond the institution where they are stationed, rather than solely by PCGG and PPIU.
- Continuing coordination meetings among the Development Partners is necessary to enhance synergy, avoid duplication in project implementation and at the same time to consolidate diverse efforts in improving governance and more coordinated CD efforts at provincial and local government level.

12. Case study

Case Study-1

LISA is an innovative tool

It was my great opportunity to participate in three days Training of Trainers (ToT) on LISA, which was organized by Province Training Academy (PTA), Lumbini Province under Provincial and Local Governance Support Program (PLGSP). I learnt areas and indicators of LISA and how to facilitate LISA in local level as a self-assessment tool, which scan the situation of LG and support to understand institutional strengths and gaps in the government's systems. This comprehensive and analytical tool requires an excellent understanding of governance system. I learnt not only how to facilitate LISA but also additional knowledge and understanding of LG system.

Right after ToT, I took initiation to facilitate LISA as an expert team member with other facilitators (District Coordination Officer and Chief Administrative Officer). I have got an opportunity to facilitate LISA in nine local governments of Palpa district. We provided four days in each LG to facilitate the LISA. Executive members and staff of LGs actively participated in the discussion on indicators and agreed the scores based on practice and available evidences.

LISA worked as a mirror which supported to reflect the real situation of LGs. After the assessment, all LGs developed clear action plan to minimize the identified gaps in coming year/s. Chairperson of Rainadevi Chhahara, Mr. Ram Bahadur Karki said “This assessment process is an eye opener of Local Government”. Similarly, Mayor of Rampur Municipality Mr. Raman Thapa said “LISA is a mirror of Local Government, we get this opportunity to see our real face in this mirror. It has encouraged to improve the gaps”.

Most of the LGs are weak in documentation (preparation of Laws, minutes/decisions, setting standards, planning and report preparation), don't follow the processes properly and limited knowledge and skills to perform the role. Apart from establishing their internal system for the improvement, some level of follow up, encouragement and support seems necessary from PLGSP/PTA and/or Ministry of Federal Affairs and General Administration (MoFAGA).

Finally, LISA is useful tool for the LGs, I gained knowledge and experience which is very useful to me as an independent consultant in local governance sector. I would like to express my gratitude to PTA/PLGSP providing this wonderful opportunity to learn and put into practice.



By Surya Prasad Newpane
Palpa

Case Study-2

This plan is longer waited. This will be fruitful for further develop our service delivery capacity-Sunder Prasad Shrestha, Chief Administrative Officer, Tinau Rural Municipality, Palpa

The Mayor of Tinau Rural Municipality Mr. Om Bahadur Gharti Magar, vice Mayor, Chief Administrative Officer and other staffs with the Capacity Development Coordination committee have shown the appreciation and their commitment for the better implementation of the plan.

The Mayor Mr. Raman Bahadur Thapa and vice mayor and the staff together with the coordinator of CD coordination committee Mr. Mitra Lal Kandel of Rampur Municipality of Palpa were much happy and show their commitment in the implementation of the plan.

The Chairperson of Ruru-Kshetra Rural Municipality Mr. Nilkantha Goutam expressed his thankfulness to PTA and the Experts for this hard job even at the lockdown situation. He further elaborated that the LG will start implementation as per the plan.

The Chairperson of Dhurkot Rural Municipality Bhupal Pokharel, Vice Mayor, Chief Administrative officer expressed their appreciation on CD Plan and committed for the successful implementation of the Plan.

The vice mayor of Sandhikharka Municipality Mr. Thakur Kumar BK shows his willingness to implement this plan and the Chief Administrative officer Mr. Narayan Aryal appreciate the plan and express his commitment to manage budget, resource person/ organization and implement successfully.

Looking at the excitement of the LGs we are encouraged for the further even better work in future

Madhab Adhikari, PhD

Chief

Gorakhkali Manakamana Study and Research Center (GMSRC)

Case Study-3

GESI Mainstreaming in Sunilsmirti Rural Municipality of Rolpa District

Introduction: Provincial Training Academy (PTA)/PCGG supported conducting GESI Audit in 51 LGs of Lumbini Province to evaluate whether the policy, program, planning, budgeting, service delivery, structure, working culture/environment of LG's are GESI responsive/sensitive or not. Sunilsmirti Rural Municipality of Rolpa District is one of the LG where GESI audit was conducted in 2020/21.

Situation before project: Sunilsmirti is one of the RM which did not have conducted GESI audit before PLGSP intervention and not assessed its policy, program, organizational management system, HR, capacity development, governance, accountability, and service delivery from a GESI perspective.

Intervention: GESI audit was conducted as per GESI Audit Guideline 2077. Initially, a 5 members task force committee was formed to lead the audit process and all the policy and program documents were collected and reviewed. Then organized an orientation on the concept and importance of GESI Audit and evaluated the policy, program, planning, budgeting, service delivery, structure, and working culture/environment of LGs from the GESI perspective and scored in each indicator. The score of RM is given in the table below.

Topic	Total	Score
Law, Policy, plan	20	13.5
Organizational Management	20	13.5
HR & Capacity Development	20	12
Service Delivery	20	15
Good Governance & accountability	20	10.5
Total Marks	100	64.5

Besides this, SWOT analysis was also done, and developed a GESI development action plan based on SWOT analysis and obtained score. Key highlights of the action plan are:

- To prepare the GESI policy of RM
- Established GESI desk in RM
- GESI disaggregated data management
- Capacity development of elected representatives, staff, women, and other excluded communities on GES, GRB and GBV
- Prepare and implement a code of conduct on sexual harassment in the workplace
- Prepared an action plan to declare gender-based violence free RM
- GESI friendly physical infrastructure i.e., separate toilet for males and females, breastfeeding room, disable friendly building, etc.
- Increase the access of women and excluded communities in information

Changes: We could not see the outcome and impact level change in this very short period though Palika started some good initiatives against the GESI development action plan (output level) such as the GESI focal person was appointed and started to prepare the GESI Policy of RM. And some of the activities mentioned in the GESI development action plan are aligned with the budget plan of FY 2078/79 which is listed below.

S. N.	Activities	Allocated Budget
1	GESI disaggregated data collection, update and management	100,000
2	Training to GESI focal person	500,00
3	Campaign on "Chori bachau Chori Padhau"	300,000
5	Trimester review program on GBV, harmful social and cultural practices like child marriage, dowry, cast based discrimination etc	120,000
6	Skill development training to women	420,000
7	Basic computer training to women	100,000
8	Interaction on male engagement to end GBV	100,000
9	Increased the amount of GBV fund (RM level)	200,000
10	Capacity development of elected representative, staff, women and other excluded community on GES and GBV	150,000
11	Declaration of Child marriage free tole /ward	200,000
12	Establishment of child endowment fund	200,000
13	CFLG	500,000
14	Program related to senior citizen	800,000
15	Program related to People with disability	400,000
16	Income generation activities to Dalit women	300,000
17	Program related to Dalit community	200,000

Policy alignment: It is aligned with the vision of the constitution to promote an inclusive and equity-based society with prosperity and social justice; different GESI policy of Nepal Government, GESI provision on Local Government Operation Act, 2074; and commitment made by the state, at the national and international level on gender equality and social inclusion.

Evidence:

"This is a very good program, if we could do it on time, now our RM will be more responsive and sensitive to GESI" **Gunendra Gharti, Chairperson of Sunilsmirti RM.**

"We identified strength, weakness, opportunity, and threats on GESI through the GESI Audit and developed the GESI development action plan. RM, Social Development Committee, and other departments are committed to implementing the action plan and now we are in the initial phase of implementation. GESI policy formulation is in process"

Bhagawoti Budha, GESI Focal person



Figure 1: GESI Audit Result Presentation

13. Key priorities for the next year:

- **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.
- **Implement the Innovation Partnership Fund (IPF)**, Policy Framework, Operational Guidelines and Implementation Plan, establishing institutional mechanisms at the province level, and provide further orientation on concept, eligibility and process for implementing genuinely innovative schemes at local level.
- **Formulate, review and prioritise model laws**, regulations, operational guidelines and systems that are required at the federal, province and local level institutions to better implement federalism.
- **Mainstream GESI in PLGs**, by supporting them to prepare, adapt and endorse GESI strategies, conduct GESI audits, localize SI policies, and conduct training of trainers (ToTs). PLGSP will consider emerging issues, concerns and needs of women and people from excluded and vulnerable groups, with an aim to ensure that they are benefitting from quality services provided by the PLGs.
- **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) review the system guidelines already developed, such as LISA, and Revenue Improvement Action Plan (RIAP), for feedback and improvement; iv) Review effectiveness of the training conducted in the previous years for feedback, learning and improvements.
- **Strengthen the e-governance system** in coordination with the Department of Information and Technology (DoIT), including: i) Integrate and mainstream the diverse 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 LGs and wards, enhancing efficiency of service delivery to the citizens; and iii) Configure website of PLGs/DCCs.

- Implement SuTRA, PAMS, RIAP, capacity development (CD) plans, LISA, gender-responsive budgeting (GRB), periodic plans, MTEF, CDMIS, etc. in LGs to strengthen the local governance system.
- **Conduct Mid-Term Review and third-party monitoring** of the PLGSP and receive feedback/recommendations to improve the PLGSP in the remaining Programme period.
- **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.
- **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.
- **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.

**Annex-1 Consolidated Result-based reporting against the targets of ASIP
2020/21 (reporting period 16 July 2020 to 15 July 2021)**

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
1.1	Activity 1.1: Formulate model laws and operational guidelines in support of provincial and local governments.	8	Formulated 7 laws/ guidelines including one legislation for NAGG/LDTA	0	0	
1.2	Activity 1.2: Review existing laws of LGs and provide feedbacks	21	Reviewed 20 laws and provided feedbacks to LGs	0	0	
1.3	Activity 1.3: Formulate model communication policy for provincial and local governments	1	Developed model communication strategy for LGs and PGs	1	100	
2.1	Activity 2.1: Prepare model Fiduciary Risks Reduction Action Plan (FRRAP) of provincial and local governments	1	Prepared model of FRRAP for PGs and LGs	1	100	One each for PG & LG
2.2	Activity 2.2: Develop planning and monitoring software/guideline for LGs	1	Developed software for planning and monitoring for LGs	1	100	
2.3	Activity 2.3: Develop training standardization tools for quality control for PCGG	1	Develop training standardization tools for PCGG	1	100	
2.4	Activity 2.4 Update features in existing Capacity Development Management Information System (CDMIS) software developed for Provincial Centre for Good Governance (PCGG) and provide support	1	Upgraded CD-MIS for PCGG	1	100	
2.5	Activity 2.5 : Prepare and review training modules for PCGG	6	Prepared & reviewed 6 types of training modules	24	400	Underway
2.6	Activity 2.6: Prepare model performance appraisal guidelines for	1	Prepared model of PA guideline for LG	1	100	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
	provincial and local governments					
2.7	Activity 2.7: Conduct baseline survey of PLGSP	1	Conducted baseline survey	1	100	
2.8	Activity 2.8 Conduct third Party Monitoring of PLGSP	1	Prepared monitoring & quality assurance report of PLGSP	0	0	
2.9	Activity 2.9: Develop an integrated data management software for local government in coordination with NPC	1	Prepared data management software for LGs	1	100	
2.10	Activity 2.10: Organize MToT for resource persons of LISA	70	Trained LISA Resource Persons	70	100	
2.11	Activity 2.11: Review and revise LISA guideline	1	Reviewed and revise LISA guideline	1	100	
2.12	Activity 2.12: Develop Personal Information System (PIS) for Provincial Governments	1	PIS system developed	1	100	
2.13	Activity 2.13: Organize MToT on MTEF for resource person at Province level	175	Trained MTEF resource person in province	40	22.85	
2.14	Activity 2.14: Prepare hand book on SDG localization	1	Prepared SDG localization hand book for LGs	1	100	
2.15	Activity 2.15: Study on local taxation policy	1	Studied on local taxation policy	1	100	
2.16	Activity 2.16: Develop communication package for PLGSP for wider sharing & communications	1	Developed different communication packages of PLGSP	0.5	50	Only video document ary produced
2.17	Activity 2.17: Study on local level spatial distribution/supply chain	1	Prepared a framework on local level spatial distribution/supply chain	0	0	Deleted
2.18	Activity 2.18: Conduct mapping of donor support in the areas of federal governance	1	Prepared report on donor's mapping in the process of federalism support	0	0	Underway

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
2.19	Activity 2.19: Prepare operation guidelines on public expenditure management and standard for local governments	1	Prepared operation guideline for public expenditure management for LGs	1	100	
2.20	Activity 2.20: Conduct stock taking of tools and products prepared/used government and DPs	1	Prepared report on stock taking of tools and products prepared/used government and DPs	0	0	Underway
2.21	Activity 2.21: Develop audit arrear clearance strategy	1	Prepared audit arrear clearance strategy	1	100	
2.22	Activity 2.22: Facilitate PCGG/LG in formulation of periodic plans	1	Periodic plans were developed by LGs with facilitation of PCGG with coordination of MOFAGA	1	100	
3.1	Activity 3.1: Conduct policy analysis to implement effective decisions of the Inter-Provincial Coordination Council meetings.	1	Conducted policy analysis study for the implementation of IPCC decisions	0	0	Carried over to next year
3.2	Activity 3.2: Conduct studies on IGR issues which will help to identify the area of focus for Inter-Provincial Coordination Council (IPCC), and develop an intergovernmental coordination strategy.	6	Study conducted on at least 6 IGR issues	0	0	Carried over to next year
3.3	Activity 3.3: Organize National Steering Committee (NSC), National Executive Committee (NEC), Fiduciary Risk Management, Technical Assistance Sub Committee (TASC) and consultative meetings with federal agencies	10	Organized 10 events of meeting at different levels	10	100	
3.4	Activity 3.4: Organize consultative workshop at province level with	7	Organized 7 events of workshop at province level	4	57	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
	officials of provincial and local governments					
3.5	Activity 3.5: Organize seminars/workshops on IT and PFM	2	Organized events on IT & PFM	0	0	Deleted
3.6	Activity 3.6: Conduct validation workshop on system tools/guidelines prepared by PG/LG, PPIU, PCGG	24	Validated tools and guidelines developed by PG/LGs through at least 30 validation meetings /workshops at national level	12	50	
3.7	Activity 3.7: Interaction and experience sharing workshop on DCC monitoring and other roles	2	Conducted national level workshop	0	0	Carried over to next year
4.1	Review and revise existing Acts, regulations and guidelines of PGs	23	Laws	29	126.09	
4.2	Activity 4.2: Review existing Acts and regulations prepared by LGs and provide necessary feedback for improvement	20	reviewed existing laws of LGs	28	140.00	
4.3	Draft model Acts/Regulations of LGs in consultative manner	2	formulated model laws for LGs	3	150.00	
5.1	Activity 5.1: Mainstream GESI in Provincial Governments (PGs) including formulation of GESI strategies/guidelines	7	Mainstream GESI in PG Ministries	0	0	
		7	GESI audit in PG Ministries	6	85.71	
5.2	Activity 5.2: Organize orientation on Gender Responsive Budget formulation, implementation, monitoring and evaluation in PG ministries and offices	1	GRB orientation for PG staffs	1	100.00	
		1	Event	1	100.00	
		30	Staffs	25	83.33	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
5.3	Activity 5.3: Support Provincial Coordination Council meeting and execution of decisions	1	PCC operation guideline prepared & PCC meeting	0	0	
			Sectoral committee meeting	0	0	
		1	One set of program collaboration and implementation	0	0	
		7	PCC meeting	4	57	Other 3 underway
5.4	Activity 5.4: Organize Coordination meeting of PCC of PLGSP on trimester basis	21	province	13	61.90	
5.5	Strengthen the information management of Chhori Shhikcha Bima/Muddati Bachat Karyakram under Beti Padhau Beti Bachau Campaign.	1	Package	0.5	50	
5.6	Publicize program and progress of PG through different means of communications	5	Disseminated progress of PGs	6	120.00	
5.7	Activity 5.7: Adopt online grievances handling system in consultation with OPMCM, orient staffs, operationalize system	2	Grievance handling system developed in PG	2	100.00	
5.8	Activity 5.8: Update and execute accountability tools like public hearing//public audit/social audit	2	accountability tool developed/updated	2	60.00	
		4	Pubic audit	0	0	
		8	Public hearing	0	0	
		1	social audit	0	0	
5.9	Activity 5.9: Disseminate success and best practices of PLGSP	3	Province disseminated best practices of PLGSP	2	66.67	
5.10	Prepare SDG localization guideline with provincial target indicators and	5	Prepared SDG localization guideline	2	40.00	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
	provincial poverty reduction paper					
5.11	Activity 5.11: Reform governance system(digitizing regular services of PG and ministries)	1	Digitalized service delivery	0.5	50	
5.12	Activity 5.12: Study on effects of COVID-19 in employment sector and future opportunity of province	3	Studied	1	33.33	
6.1	Activity 6.1: Develop IT based information management system in OCMCM	6	Establishment of IT based management system in OCMCM	5	83.33	
6.2	Activity 6.2: Strengthening public financial management system of PGs	3	Established improved accounting software in PG	1	33.33	
		75	staffs oriented on improved accounting software	76	101.33	
6.3	Activity 6.3: Update website of PGs	4	Updated website	4	100.00	
6.4	Activity 6.4: Improve service delivery management system in province-1	1	system developed & operational	0	0.00	
		1	Establish ICS	0	0.00	
		1	Citizen Survey	1	100	
6.5	Activity: Formulate fiscal good governance strategy of PG	2	Prepared FRRAP strategy & anti-corruption action plan	1	50.00	
6.6	Activity 6.6: Introduce e-attendance system with required equipment and guidelines for PGs	7	Established e-attendance in PG ministries	7	100.00	
		8	e-attendance established one in each district of P2	8	100.00	
6.7	Activity 6.7: Country study of "Doing Business" in Gandaki province	1	Study	1	100.00	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
6.8	Activity 6.8: Formulation and publication of feasibility study and DPR Guidelines for LGs	1	prepared DPR guideline	1	100.00	
6.9	Activity 6.9: Carry provincial public service announcement through media	1	publications-PSA	1	100.00	
6.10	Activity 6.10: Develop human resource development plan and training policy	3	Developed HR plan & training policy	2	66.67	
6.11	Activity 6.11: Strengthen Provincial Public Service Commission with necessary guidelines and formats	1	Developed guidelines	1	100.00	
6.12	Activity 6.12: Provincial Service Information System established and operationalized.	2	Operationalized PIS system	1	50	
6.13	Activity 6.13: Strengthen Planning & Budgeting System in PGs	3	Developed guideline and strategy	2	66.67	
6.14	Activity 6.14: Conduct capacity development training for IT Officer in PG ministries	24	Conducted training for IT officers	106	441.67	
6.15	Activity 6.15: Develop internal control system for PG and execute it	2	Prepared ICS	0	0	
6.16	Activity 6.16: Organize workshop on important issues in federalism	4	Organized workshop	0	0.00	
6.17	Activity 6.17: Conduct Organization & Management study of PG	3	Prepared O&M study	2	66.67	
6.18	Activity 6.18: Organize in country experience sharing visit for PG senior officers including the PA Thematic Committee members (indicator - cross cutting)	4	exposure visit	1	25.00	
6.19	Activity 6.19: Strengthen local governance	2	mobilized graduates and expert in province	1	50.00	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
	programme through mobilizing experts (mobilization of university graduates in Agriculture, Veterinary, Engineering, Accountability and Oversight)					
6.20	Activity 6.20: Preparation of province e-governance master plan	1	prepared e-governance master plan	1	100.00	
7.1	Activity 7.1: Renovate/construct physical infrastructure of Provincial Centre for Good Governance(PCGG) and develop operational guideline of PCGG	7	PCGG established and functional	7	100.00	
7.2	Activity 7.2: Operationalization of the PCGG	7	operationalized	7	100	
7.3	Activity 7.3: Renovate/reconstruct physical infrastructure of PCGG-WDTC	7	Renovate And New construction	renovation-6; new construction-1	Partially completed	
8.1	Activity 8.1: Strengthen information management system of LGs	753	Strengthen IT system of LG	669	88.84	
8.2	Activity 8.2: Roll out SuTRA in local governments	753	SuTRA roll out in LGs	753	100.00	
8.3	Activity 8.3: Prepare Revenue Improvement Action Plan(RIAP) of LGs	300	Prepared RIAP of LGs	80	26.67	
8.4	Activity 8.4: Prepare CD Plan of LGs	152	Prepared CD Plan of LGs	44	28.94	
8.5	Activity 8.5: Prepare Periodic Plan of LGs	115	Prepared Periodic Plan of LGs	65	56.52	
8.6	Activity 8.6: Organized orientation to Revenue	480	Organized orientation on LGs for RAC members	133	27.71	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
	Advisory Committee (RAC) members of LGs					
8.7	Activity 8.7: Orientation/Coaching to elected representatives and officials on Midterm Expenditure Framework(MTEF)	753	Oriented LGs staffs and representatives	630	83.67	
8.8	Activity 8.8: Introduce Local Institution Self-Assessment(LISA) in Local Governments	753	Introduced LISA in LGs	491	65.21	
8.9	Activity 8.9: Implement Internal Control System(ICS) in local governments (coaching and mentoring)	45	Prepared and adopted ICS guideline	3	6.67	
8.10	Activity 8.10: Introduce local level project bank system and train the staff on it	100	Staff trained	48	48.00	
		1	Project bank system	0	0	
8.11	Activity 8.11: Organize facilitation workshops to mitigate the fiduciary risk in PFM	7	workshop	0	0.00	
9.1	Activity 9.1: Introduce vertical accountability mechanism in local governments	300	LGs conducted PH & PA	0	0.00	
9.2	Activity 9.2: Develop horizontal accountability mechanism for local governments	1	Developed guideline	0	0.00	
10.1	Activity 10.1: GESI mainstreaming in local governments	753	orientation	294	39.04	Training in 294 LGs;
10.2	Conduct GESI Audit in LGs	350	Event	98	28.00	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
11.1	Activity 11.1: Document and disseminate good practices adopted by provincial local governments(KM)	6	Disseminated best practise in national media	0	0.00	
11.2	Activity 11.2: PSA materials design and transmission through Radio/TV/YouTube for civil education on various contents	1	PSA materials transmitted	1	100.00	
11.3	Activity 11.3: Prepare and disseminate Information Education & Communication (IEC) viz jingle, TV, Radio program, documentaries etc on GESI, participatory planning, good governance etc	1	disseminated jingle	0	0.00	
12.1	Activity 12.1: Mobilize IPF at local level to implement innovative schemes	1	operationalized IPF	1	100	Drafted
13.1	Activity 13.1: Train/orient elected representatives and PGs' staff	4000	PGs staffs and representatives trained	1422	35.55	
13.2	Activity 13.2 Conduct orientation and training to the PCU, PPIU and PCGG specialists and support staff (induction training) on PLGSP, federalism, local governance and their roles and responsibilities	91	Oriented PLGSP staffs	71	78.02	
13.3	Activity 13.3 Support capacity building initiative through exposure cum knowledge sharing visit including roster management	1	Exposure visit	0	0.00	

Activity, Milestone and Progress						Remarks
Activity Number	Activity as per ASIP 2020/21	Milestone (Nos)	Milestone (Description)	Annual Progress as of reporting period	%	
13.4	Activity 13.4 Support capacity building initiative through Training/workshop and different event management programme (including MTtoT on LISA/GESI/Capacity Development plan, Zoom etc.	1	Roster created	0	0.00	
		100	Master trainer	0	0.00	
		1950	Official & Representatives	0	0.00	
14.1	Activity 14.1: Train/orient elected representatives and staff of LGs	24475	Trained elected representatives & Staffs	6050	24.72	
14.2	Activity 14.2 : Organize workshop on federal issues in coordination with LG Associations	1	workshop	0	0.00	

Annex-2 Capacity development training conducted in Fiscal Year 2020/21

Annexes 2 (1)

Provincial and Local Governance Support Program (PLGSP)

Province 1

Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status							
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability	Total
1	4.1.2	Interaction program on judiciary work quality (Provincial Govt and High Court Judicial Area Coordinating Committee)	PG Staff	1	73	13	60	0	10	56	7	0	0	0	73
2	6.2	Strengthen public financial management system of PGs	PG Staff	1	36	9	27	0	4	30	2	0	0	0	36
3	6.3	Update website of PGs	PG Staff	1	17	2	15	0	2	10	5	0	0	0	17
4	6.1	Develop IT based information management system at OCMCM- Office Automation	PG Staff	1	10	2	8	0	3	5	2	0	0	0	10
5	13.2.2	Train/orient Staffs of PGs on GESI and GRB	PG Staff	1	20	11	9	0	4	12	4	0	0	0	20
6	13.2.1	Law Making & Drafting	PG Staff	1	18	4	14	1	4	13	0	0	0	0	18
7	14.1.1	Law making & Drafting		4	115	21	94	7	44	62	2	0	0	0	115
8	14.1.3	Planning & Budgeting Training		5	143	49	94	1	44	79	19	0	0	0	143
9	14.2.4	CD of IT Officers	LG Staff	4	115	7	108	2	32	66	15	0	0	0	115

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status							
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability	Total
10	14.1.7	Business Promotion Training		2	47	17	30	1	18	26	2	0	0	0	47
11	10.1	GESI mainstreaming in LGs, ToT (Freelancers)	Others	1	31	20	11	1	11	18	1	0	0	0	31
12	8.8	Introduce LISA in 137 LGs		1	63	5	58	0	17	44	2	0	0	0	63
13	14.1.3	Planning & Budgeting Training	LG Elected		59	42	17						0	0	0
14	13.1.1	Workshop on Gender Responsive and Inclusive Budgeting and Policy Making	PG Elected	1	46	20	26	1	28	15	2	0	0	0	46
15	14.1.3	Planning & Budgeting Training	LG Staff		84	7	77						0	0	0
16	14.1.1	Law making & Drafting	LG Elected		59	17	42						0	0	0
17	14.1.1	Law making & Drafting	LG Staff		56	4	52						0	0	0
18	8.4	Orientation on MTEF to elected representative and staffs of 137 LGs		2	130	13	117	3	52	63	10	2	0	0	130
19	10.1	GESI Mainstreaming in LGs (13 Districts/76 Events)		76	2275	924	1351	261	958	967	80	7	0	2	2275
20	10.1	GESI Mainstreaming in LGs (13 Districts/76 Events)	LG Staff		1103	364	739						0		0
21	10.1	GESI Mainstreaming in LGs (13 Districts/76 Events)	LG Elected		1163	551	612						0		0
22	10.1	GESI Mainstreaming in LGs (13 Districts/76 Events)- Freelancer	Others		9	5	4						0		0
23	8.8	Introduce LISA in 137 LGs	LG Staff		31	1	30						0		0
24	8.8	Introduce LISA in 137 LGs	PG Staff		7	1	6						0		0
25	8.8	Introduce LISA in 137 LGs	Others		25	3	22						0		0
26	14.1.7	Business Promotion Training	LG Staff		33	8	25						0		0
27	14.1.7	Business Promotion Training	LG Elected		14	10	4						0		0
		Total		102	3139	1117	2022	278	1231	1466	153	9	0	2	3139

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability

Note: In case both elected representatives and staff participated in one event of training, then separate them into different rows (see example 2 above)

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Note: In case of Output #8.4 MTEF –the beneficiaries (130) categorization by PG & LG: staff & elected representative were not reported. All other required information was reported.

Annexes 2 (2)

Provincial and Local Governance Support Program (PLGSP)

Province 2

Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	14	IT System Development Training for Local Level IT Officer	LG Staff	3	94	2	92	0	4	42	42	6	0	0
2	14	ToT on GESI and GRB to local freelancers	Others	1	27	11	16	1	3	8	14	1		
3	14	Service delivery & Citizen Interface training	LG Staff	3	86	14	72	1	35	14	35	1		
4	14	Orientation on SDGs localization to elected representatives and staffs of LGs	LG Staff	1	14	1	13	0	0	4	10	0		
		Orientation on SDGs localization to elected representatives and staffs of LGs	LG Elected		13	5	8	2	1	1	8	1		
5	14	Primary Administrative training 5th grade Assistant level	LG Staff	1	41	41	0	1	7	14	19	0		
6	14	Service Entry 4th grade Assistant	LG Staff	1	40	9	31	1	10	14	15	0		
7	14	Procurement and PFM training	LG Staff	1	40	7	33	0	9	15	15	1		
					0									
1	13	Cabinet Proposal writing training to PG's staffs	PG Staff	1	23	0	23	0	2	9	11	1		
2	13	Training on COVID-19 prevention and	PG Staff	2	64	3	61	7	8	17	29	3		

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
		response to PG's staffs												
3	13	Hospitality Management training to secretariat staffs of PG ministries	PG Staff	1	30	3	27	1	1	4	23	1		
4	13	Training on Law making to PG's staffs	PG Staff	1	18	4	14	1	1	9	7	0		
5	13	Appreciate Inquiry training to PG's staffs	PG Staff	1	40	8	32	1	4	18	17	0		
					0									
1	10	Orientation on GESI Mainstreaming to the elected representatives and staffs	LG Staff	34	450	90	360	17	68	101	246	18		
		Orientation on GESI Mainstreaming to the elected representatives and staffs	LG Elected		472	170	302	75	71	49	235	42		
		Orientation on GESI Mainstreaming to the elected representatives and staffs	Others		1	0	1	0	0	1	0	0		
1	8	ToT on LISA to DCO, CAO & Freelancers	LG Staff	1	36	2	34	0	7	11	17	1		
		ToT on LISA to DCO, CAO & Freelancers	Others		23	2	21	0	3	2	17	1		
2	8	Mid-term Expenditure Framework	LG Staff	2	119	3	116	9	56	13	39	2		
		TOTAL			1631	375	1256	117	290	346	799	79		

Note: In case both elected representatives and staff participated in one event of training, then separate them into different rows (see example 2 above)

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Annexes 2 (3)
Provincial and Local Governance Support Program (PLGSP)
Bagmati Province
Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	8	ToT on LISA	Others	1	42	7	35	1	4	37	0	0	0	0
			LG Staff		21	0	21	1	2	18	0	0	0	0
2	8	Orientation Program for Revenue Advisory Committee	LG Elected	3	95	57	38	4	34	57	0	0	0	0
			LG Staff		116	19	97	1	46	69	0	0	0	0
3	8	Orientation Program on Mid Term Expenditure Framework (MTEF) for LGs	LG Staff	6	187	16	171	3	23	151	5	0	5	0
4	10	GESI Mainstreaming Training for LG Staffs and Representatives	LG Staff	33	603	158	445	42	125	409	13	0	14	0
			LG Elected		403	180	223	37	168	198	0	0	0	0
5	10	Orientation on GESI Mainstreaming for GESI Focal Person of the LGs	LG Staff	2	42	36	6	9	0	32	1	0	0	0
5	13	Cabinet Proposal Writing Training for Provincial Official (2 Days)	PG Staff	1	38	9	29	2	4	32	0	0	0	0
7	13	IT System Development Training for Provincial IT Officer (2 Days)	PG Staff	1	36	7	29	2	5	27	2	0	0	0
8	13	MTotT on Public Procurement Management (3 Days)	PG Staff	1	30	7	23	1	3	25	1	0	0	0
9	13	Public Accountability Program (Media Discussion)	PG Staff	1	16	6	10	1	3	12	0	0	0	0
10	13	Consultation Workshop on Provincial CD Framework (1 Days)	PG Staff	1	15	1	14	2	5	8	0	0	0	0
11	13	ToT On GESI (Audit/Mainstreaming)	Others	1	27	22	5	1	5	21	0	0	0	0
	13	Development planning and public relations management Training or personal secretary of province Assembly members (2 events)	PG Staff	2	7	3	4	0	1	6	0	0	0	0
12			PG Staff		40	8	32	3	7	30	0	0	0	0
13	13	COVID19 Sensitive Orientation for Provincial Frontline Support Staffs	PG Staff	1	42	9	33	2	4	36	0	0	0	0
14	14	Inter-Governmental Coordination and Collaboration Workshop (3 Events)	LG Staff	3	98	2	96	6	5	87	0	0	0	0
14	14	IT System Development Training for Local Level IT Officer (5 Event)	LG Staff	5	99	10	89	3	29	67	0	0	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
16	14	Consultation Workshop on Periodic Plan Formulation with the LL Representatives	LG Elected	1	35	4	31	2	6	27	0	0	0	0
17	14	Consultation Workshop on Capacity Development of the LL with the LL Association	LG Elected	1	30	9	21	3	3	24	0	0	0	0
18	14	Public Procurement Management and Governance Promotion Workshop (3 Event)	LG Elected	3	88	13	75	9	5	74	0	0	0	0
19	14	Procurement Management Training for LG Staffs (9 Events)	LG Staff	9	380	55	325	23	61	272	12	0	12	0
20	14	Service Entry Training for the Account/ Administrative Staffs of the Level 4 and 5 of the Local Governments (LGs) 12 Events	LG Staff	12	480	260	220	45	85	321	13	5	11	0
21	14	Vital Event Registration and Social Security Training (19 Events)	LG Staff	19	876	305	571	14	59	771	9	7	16	0
22	14	Virtual Learning Sharing Workshop on Ward Level Service Delivery (1 Day)	LG Elected	1	35	0	35	1	12	21	1	0	0	0
23	14	Workshop on Monitoring and Coordination for DCC Representatives	LG Elected	3	92	40	52	10	13	67	1	0	1	0
TOTAL				111	3973	1243	2730	228	717	2899	58	12	59	0

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Annexes 2 (4)
Provincial and Local Governance Support Program (PLGSP)
Gandaki Province
Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	13	Training on fiscal discipline	PG Staff	3	64	8	56	3	6	55	0	0	0	2
2	13	Cabinet proposal writing training	PG Staff	1	24	8	16	1	4	19	0	0	0	0
3	13	Orientation on ToR and job responsibilities to volunteers	LG Staff	1	76	39	37	10	29	37	0	0	0	0
4	13	Covid-19 Responsive Service Delivery and Hospitality Management Training	PG Staff	3	68	24	44	0	22	46	0	0	0	0
5	13	Covid-19 sensitive orientation to staffs of PG (Zoom)	PG Staff	2	150	60	90	10	40	100	0	0	0	0
6	13	Training on ToR writing to PG staffs	PG Staff	1	29	11	18	2	4	23	0	0	0	0
7	14	Training on LED to elected bodies	LG Elected		60	13	47	10	26	23	0	1	0	0
8	14	Training on LED to LG staffs	LG Staff		99	31	68	7	33	58	1	0	0	0
9		Total		4	159	44	115	17	59	81	1	1	0	0
10	14	Training on service delivery system to elected body	LG Elected		50	13	37	6	22	22	0	0	0	0
11	14	Training on service delivery system to LG staffs	LG Staff		48	18	30	3	11	34	0	0	0	0
12		Total	Others	4	98	31	67	9	33	56	0	0	0	0
13	14	GIS training to IT officers	LG Staff	1	26	2	24	0	6	20	0	0	0	0
14	14	Training on M&E (Tahanun) for elected body	LG Elected		16	11	5	2	8	6	0	0	0	0
15	14	Training on M&E (Tahanun) for staff	LG Staff		19	3	16	1	2	16	0	0	0	0
16		Total	LG Staff	1	35	14	21	3	10	22	0	0	0	0
17	5	Orientation on GESI guideline and SA promotion Guideline to PG staffs	PG Staff	1	20	12	8	1	0	19	0	0	0	0
18	6	Volunteer review and orientation program	LG Staff	1	70	39	31	11	27	32	0	0	0	0
19	8	Periodic plan and MTEF orientation to elected bodies	LG Elected		27	12	15	1	18	8	0	0	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
20	8	Periodic plan and MTEF orientation to staffs	LG Staff		87	4	83	1	12	74	0	0	0	0
21		Total		3	114	11	103	2	30	82	0	0	0	0
22	8	Orientation to Revenue advisory committee (zoom) for body	LG Elected		24	9	15	2	4	18	0	0	0	0
23	8	Orientation to Revenue advisory committee (zoom) for staff	PG Staff		9	2	7	0	0	9	0	0	0	0
24		Total		1	33	11	22	2	4	27	0	0	0	0
25	8	MTEF orientation to LG elected body (zoom)	LG Elected		17	8	9	1	11	5	0	0	0	0
26	8	MTEF orientation to LG staff (zoom)	LG Staff		174	23	151	2	17	155	0	0	0	0
27		Total		1	191	31	160	3	28	160	0	0	0	0
28	8	Training on LISA to LG staffs	LG Staff	1	55	4	51	4	2	49	0	0	0	0
29	8	Training on Internal control system to elected	LG Elected		32	9	23	4	14	14	0	0	0	0
30	8	Training on Internal control system to staffs	LG Staff		77	17	60	1	7	69	0	0	0	0
31		Total		3	109	26	83	5	21	83	0	0	0	0
32	10	Training on GESI mainstreaming to LG elected bodies	LG Elected		299	114	185	59	164	76	0	0	0	0
33	10	Training on GESI mainstreaming to LG staffs	LG Staff		381	162	219	20	127	231	3	0	0	0
34		Total		15	680	276	404	79	291	307	3	0	0	0
35	10	GESI mainstreaming ToT for consultant	Others	1	18	12	6	1	0	17	0	0	0	0
36	10	GESI audit ToT for consultant	Others	1	19	11	8	3	2	14	0	0	0	0
		Grand Total		49	2038	679	1359	166	618	1249	4	1	0	2

Note: In case both elected representatives and staff participated in one event of training, then separate them into different rows (see example 2 above)

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Annexes 2 (5)
Provincial and Local Governance Support Program (PLGSP)
Lumbini Province
Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	6	Orientation w/s to ITOs of LG on Baseline Survey	PG Staff	1	58	4	54	1	6	38	13	0	0	
2	5	GESI Focal Person orientation on GESI Mainstreaming, Guideline Preparation and GESI Audit	PG Staff	1	11	2	9	0	1	10	0	0	0	
3	6	Provincial Ministry and Provincial Offices IT Personal Network Formation and Orientation Program	PG Staff	2	19	3	16	1	3	15	0	0	0	
4	6	One Day Orientation Program on PLMBIS to Provincial Ministries and Provincial Offices	PG Staff	1	40	6	34	2	4	32	2	0	0	
5	6	Public Procurement Training to the Provincial line Ministries	PG Staff	1	44	2	42	2	2	33	6	1	0	
6	6	Provincial Ministry and Provincial Offices IT Personal capacity development Training	PG Staff	1	36	6	30	3	11	21	1	0	0	
7	8	LISA TOT	LG Staff	2	70	9	61	3	9	55	3	0	0	
8	8	MTEF Virtual Training	LG Staff	2	214	24	190	5	22	173	13	1	0	
9	8	Revenue Advisory Committee Orientation (3 events)	LG Elected	3	85	25	60	9	20	52	2	2	0	
10	8	Periodic Plan workshop	Others	1	65	7	58	2	9	52	2	0	0	
11	10	GESI mainstreaming training for 103 LGs (2 days in each LG)	LG Elected	103	2308	793	1515	271	586	1315	98	38	0	
12	13	Service entry Training (Newly appointed non-gazatted)	PG Staff	2	87	22	65	4	30	45	8	0	0	
13	14	Consultative Workshop for ITOs working in Local Governments	LG staff	3	102	5	97	6	19	71	6	0	0	
14	14	GESI and Leadership Training (to the women and disadvantaged elected representatives)	LG Elected	4	127	78	49	40	44	32	5	6	0	
15	14	SDG Localization in LGs	LG Elected	4	125	28	97	13	40	69	3	0	0	
16	14	Public Procurement and Procurement Administration Training to the staff of LGs	LG Staff	4	155	14	141	4	13	120	17	1	0	
17	14	Consultative Workshop for ITOs LGs (2nd phase-virtual)	LG Staff	2	105	6	99	0	20	79	6	0	0	
18	14	In- service Training	LG Staff	3	88	20	68	2	18	61	6	1	0	
Total				140	3739	1054	2685	368	857	2273	191	50	0	0

Note: In case both elected representatives and staff participated in same event training, the PCGG is working to disaggregate for 4 activities, will update soon.

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Annexes 2 (6)

Provincial and Local Governance Support Program (PLGSP)

Karnali Province

Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	5	GESI and GRB Orientation program in-person to GESI focal staffs of Office of Chief Ministry and Ministry of Council, Provincial level Ministries and officials	PG Staff	1	25	14	11	2	3	20	0	0	0	0
2	5	Adopt online grievances handling System in consultation with OPMCM, orient staff, operationalize the system	PG Staff	1	48	10	38	0	10	38	0	0	0	0
3	5	GESI and GRB Orientation program in-person to GESI focal staffs of Office of Chief Ministry and Ministry of Council, Provincial level Ministries and officials	PG Staff	1	25	14	11	2	3	20	0	0	0	0
4	5	Provincial Coordination Committee Meeting (1st meeting)	Others	2	17	13	4	2	0	0	8	7	0	0
5	5	Provincial Coordination Committee Meeting	Others	2	19	15	4	2	0	0	9	8	0	0
6	5	Provincial Coordination Committee Meeting	Others	2	19	15	4	2	0	0	9	8	0	0
7	6	Website management ToT for Provincial and Local Level Information Technology Officer and respective staff of Information Technology	LG Staff	1	18	3	15	3	7	39	1	0	0	0
8	6	Website management ToT for Provincial and Local Level Information Technology Officer and respective staff of Information Technology	PG Staff	1	50	4	46	0	4	13	1	0	0	0
9	6	Human Resource Management Information System orientation Program	PG Staff	1	14	3	11	3	0	11	0	0	0	0
10	8	One day orientation on Capacity Building plan to the Local Level representative and officials (Bheri Municipality)	LG Staff	1	32	28	4	5	2	0	16	8	0	0
11	8	One day orientation on Capacity Building plan to the Local Level representative and officials	LG Staff	1	39	32	7	6	5	0	26	2	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
12	8	MTEF training to the Local Level Representative and Officials. (8 event)	LG Staff	8	230	200	30	41	5	0	134	45	2	0
13	8	LISA at Local Level (Hima Rural-Municipality)	LG Staff	1	34	29	5	0	2	2	26	4	0	0
14	8	LISA at Local Level (Kanakasundry Rural-Municipality, Jumla)	LG Staff	1	28	24	4	0	0	2	16	10	0	0
15	8	Orientation on Project Bank system and operation to Local Level Representative and officials	LG Elected	5	47	35	12	4	1	0	26	13	0	0
16	8	LISA at Local Level (Chingaad Rural-Municipality)	LG Staff	1	34	24	10	1	5	0	17	10	0	0
17	8	LISA at Local Level(Tatopani R-Municipality)	LG Staff	1	36	31	5	5	4	0	10	17	0	0
18	8	LISA at Local Level(Tila R-Municipality, Jumla)	LG Staff	1	36	28	8	0	6	0	28	1	0	0
19	8	LISA at Local Level(Lekbeshi Municipality)	LG Staff	1	37	30	7	8	6	0	8	15	0	0
20	8	LISA at Local Level	LG Staff	1	34	33	1	1	1	0	23	9	0	0
21	8	LISA at Local Level(Three Local Level of Humla district)	LG Staff	1	77	56	21	7	10	0	45	14	0	0
22	8	TOT on Local Institutional Self-Assessment (LISA)	LG Staff	1	39	31	8	0	1	1	15	21	0	0
23	8	Orientation to the Revenue Advisory Committee members of the Local Level. (Two events)	LG Staff	1	32	29	3	3	6	0	8	15	0	0
24	10	GESI mainstreaming orientation to Local representative and staff, Tribendi Rural-Municipality, Salyan	LG Staff	1	25	18	7	4	2	1	11	7	0	0
25	10	GESI mainstreaming orientation to Local representative and staff, Namkha Gaunpalika	LG Staff	1	17	11	6	8	0	3	4	2	0	0
26	10	GESI mainstreaming orientation to Local representative and staff	LG Staff	1	25	17	8	0	3	8	12	2	0	0
27	10	GESI mainstreaming orientation to Local representative and staff.	LG Staff	14	57	45	12	4	4	2	33	14	0	0
28	10	TOT On Gender Equality and Social Inclusion (GESI)	PG Staff	1	42	14	28	1	4	0	18	17	0	0
29	13	30 days In-service training (First lot)	LG Staff	2	60	40	20	7	4	0	24	25	0	0
30	13	Training on courtesy and secretariat Management to the Personal Secretaries of Karnali province Ministries and Provincial Assembly.	PG Staff	2	36	35	1	3	7	0	15	11	0	0
31	13	Advanced Level Public Procurement Training	PG Staff	3	56	48	8	9	2	1	16	27	0	0
32	13	Training on courtesy and secretariat Management to the Personal Secretaries of Karnali province Ministries and Provincial Assembly.	PG Staff	1	26	20	6	4	3	0	8	11	0	0
33	13	Basic Public Procurement Training	PG Staff	1	30	27	3	5	0	0	7	18	0	0
34	13	Orientation on service delivery during COVID-19 Pandemic	PG Staff	1	15	11	4	1	0	0	3	11	0	0
35	14	Induction training to Assistant Level (4th and 5th) of Local Level staff	LG Staff	2	32	27	5	2	0	2	12	16	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
36	13	30 days In-service training.	LG Staff	4	62	40	22	12	0	0	20	30	0	0
37	14	Capacity Development training to the Local level Information Technology Officer (ITO) (second event in two groups)	PG Staff	1	33	33	0	7	1	0	13	10	0	0
38	14	Capacity Development training to the Local level Information Technology Officer (ITO) (First event)	LG Staff	2	32	29	3	6	4	0	11	10	0	0
39	14	Induction training to newly recruited Assistant Level (Fourth/Fifth) staff of LGs (virtually)	LG Staff	3	32	29	3	9	0	0	16	6	0	0
40	14	Public Procurement training to Local level Personnel (two group, 25 in each group)	LG Staff	2	46	45	1	0	2	0	26	17	0	0
Total				70	1443	1109	334	169	101	85	649	418	2	0

Note: If same training conducted in more than 1 event, add them and present data in same row as shown in example below

Annexes 2 (7)

Provincial and Local Governance Support Program (PLGSP)

Sudurpaschim Province

Details of Capacity Development Training FY 2020/21 by Output

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
1	13	Training on law drafting and effective implementation of existing laws for law and related section staff of Provincial Ministries	PG Staff	2	32	9	23	2	4	26	0	0	0	0
2	13	Training on PFM for the Finance and Account section of PG ministries	PG Staff	1	18	4	14	0	2	16	0	0	0	0
3	13	Training on Planning and Budget drafting and M&E to relevant branch of PG Ministries	PG Staff	1	19	0	19	0	2	17	0	0	0	0
4	13	Appreciative Inquiry and Team Building Training to OCMCM and PG Ministry's official staff	PG Staff	1	25	9	16	1	2	22	0	0	0	0
5	13	In-service training to Government staff	PG Staff	1	35	10	25	0	0	35	0	0	0	0
6	8	CD PLAN Preparation	LG Elected	8	51	9	42	2	2	47	0	0	0	0
			LG Staff		87	16	71	3	3	81	0	0	0	0
7	8	Orientation to Revenue Advisory Committee Members	LG Elected	4	49	17	32	4	5	27	13	0	0	0
			LG Staff		70	24	46	6	7	39	18	0	0	0
8	8	Orientation on LISA for LGs' elected representatives and staff	LG Elected	83	699	212	487	56	84	552	7	0	0	0
			LG Staff		1583	239	1344	127	190	1266	0	0	0	0
			Others		24	4	20	0	2	22	0	0	0	0
8	8	ToT on Local Government Institutional Self-Assessment (LISA)	LG Staff	1	28	2	26	1	5	22	0	0	0	0
			Others		13	1	12	0	1	12	0	0	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status						
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability
	8	Training on MTEF for Local Level	LG Elected	1	15	7	8	1	2	12	0	0	0	0
			LG Staff		132	14	118	4	11	115	2	0	0	0
9	10	GESI Audit Training for LGs' elected representatives and staff	LG Elected	13	150	30	120	14	11	125	0	0	0	0
			LG Staff		183	37	146	16	13	154	0	0	0	0
10	10	GESI Mainstreaming Orientation to LGs' elected representatives and staff	LG Elected	17	209	46	163	20	13	176	0	0	0	0
			LG Staff		222	49	173	24	12	186	0	0	0	0
11	14	Orientation on Dignified Menstruation Hygiene Management	LG Elected	28	269	75	194	19	19	231	0	0	0	0
			LG Staff		366	102	264	18	23	325	0	0	0	0
12	14	Orientation on Disaster Risk Reduction	LG Elected	22	183	40	143	15	27	141	0	0	0	0
			LG Staff		271	60	211	21	41	209	0	0	0	0
13	14	Orientation to Elected Representatives, Government Officials and Stakeholders from Vyans Rural Municipality, Darchula on the Constitutional Provisions, Development Processes and Good Governance.	LG Elected	1	14	6	8	1	0	13	0	0	0	0
			LG Staff		20	5	15	0	1	19	0	0	0	0
			Others		6	0	6	0	0	6	0	0	0	0
14	14	Training of Trainers (ToT) on GESI and D-MHM	LG Staff	1	23	19	4	1	1	21	0	0	0	0
15	14	Training on GESI to LG staff and elected representatives (COVID-19 integrated)	LG Elected	4	77	50	27	9	3	65	0	0	0	0
			LG Staff		33	21	12	4	1	28	0	0	0	0
			Others		3	3	0	0	0	3	0	0	0	0
16	14	36 Days In-service Training to LG Staff (in-person)	LG Staff	1	21	4	17	2	0	19	0	0	0	0
17	14	Training on Planning, Monitoring, Evaluation and SGD Localization	LG Elected	7	55	17	38	3	2	50	0	0	0	0
			LG Staff		110	34	76	8	3	99	0	0	0	0
			Others		13	4	9	1	0	12	0	0	0	0
18	14	Entrepreneurship Promotion Workshop	LG Elected	2	22	6	16	0	8	14	0	0	0	0
			LG Staff		28	8	20	0	9	17	2	0	0	0
19	14	Consultative training on Information Technology to Information Technology Officer of Local Government	LG Staff	1	69	7	62	0	5	63	1	0	0	0
20	14	Training on Judicial Procedure for Judicial Committee Members of LGs	LG Elected	5	106	55	51	11	6	89	0	0	0	0
			LG Staff		51	27	24	5	3	43	0	0	0	0
			Others		1	1	0	0	0	1	0	0	0	0
21	14	Training on Public Asset Management System (PAMS) to storekeeper of LGs	LG Elected	3	1	0	1	0	0	1	0	0	0	0
			LG Staff		50	2	48	1	5	44	0	0	0	0
			Others		1	0	1	0	0	1	0	0	0	0

SN	Output	Name of CD training	Targeted for	# Event	Total Beneficiaries	Gender		Inclusion Status							
						Female	Male	Dalit	Janajati	B/c	Madhesi	Muslim	Other	Disability	
22	14	ICT Training for the ICT section staff members of PG ministries	PG Staff	1	20	5	15	1	3	16	0	0	0	0	
23	14	Workshop on Chhaupadi at Province Level	PG Elected	1	8	3	5	1	0	7	0	0	0	0	
			PG Staff		4	0	4	0	0	4	0	0	0	0	
			Others		13	5	8	1	0	12	0	0	0	0	
24	14	Training on Office Management and Operation for newly appointed LG Staff	LG Staff	1	29	6	23	0	2	26	1	0	0	0	
Total					211	5511	1304	4207	403	533	4531	44	0	0	0

Note: In case both elected representatives and staff participated in one event of training, then separate those into different rows (see example 2 above)

Annex-3: The list of acts, laws, regulation and guidelines prepared by the provinces through the support from PLGSP

In Province-1, two acts (Disaster Management Act 2075 and Radio and TV Broadcasting Act 2075) have been revised. One regulation (Disaster Management Regulation 2077) and one directive (Vehicle Operation Directives 2077) have been formulated. The law revision and formulation process was consultative with the participation of OCMCM, MoIAL and Chief Attorney General. Likewise, a series of discussions were made on the draft regulation of Province Training Centre (PTC) while formulating operation and management regulation for PTC which was approved by the provincial cabinet on 04 October 2020.

Province-2 has five laws developed against the target of seven through a law formation / review committee process of the provincial government chaired by the Principal Secretary at OCMCM. These include; i) Procedure for the recruitment of medical doctors and health workers on contract to respond to COVID-19 which was passed by MOSD ministerial decision and is also uploaded in the MOSD website, the procedure is already implemented; ii) The Province Research and Training Centre (PRTC) Formation and Operating Ordinance which was already approved by the cabinet and is underway for its publication in the Province Gazette; iii) The draft versions of rest of the three legislations (coordination and dispute settlement of the province and local government act, province civil service regulation and dalit empowerment regulation) were under discussion at OCMCM which will be tabled in the cabinet for further approval.

Bagmati Province formulated one act- Provincial Good Governance Act 2077; two regulations – Province Good Governance Regulation 2077; and Good Governance Centre (Establish and

Execution) Order, 2077. Through this achievement, the Provincial Centre for Good governance (PCGG) in Bagamati Province has now been legally established and functioning. Additionally, Bagamati province endorsed the provincial coordination council operational guidelines 2077, prepared SDG localization roadmap of Bagamati Province, 2078 to support LGs for SDG localization and drafted Internal Control Guidelines.

Lumbini Province has formulated provincial training academy regulation 2077 in technical support from PLGSP, though it was not planned in PASIP 2020/21. As the need arised it was aligned with the budget of other laws making activities.

Gandaki Province developed 4 guidelines (GESI policy guideline, 2077, social accountability promotion guideline 2077, detailed project report preparation guideline, 2077 and volunteer's mobilization guideline, 2077) with technical and financial support of PLGSP in the leadership of OCMCM. These guidelines have now been disseminated and circulated to PG ministries and LGs for the effective implementation. Likewise, PLGSP has provided necessary support to PPPC to formulate two directives: Province and local government monitoring and evaluation digdarshan 2077, and Local level planning formulation digdarshan, 2077.

Karnali Provincial Government has drafted five different laws. The Provincial Government has passed the Provincial Service Commission Act and established the Provincial Service Commission under the act. The PSC in Karnali is now functional. Other laws drafted were in the process of approval from the assembly/parliament process. These include; i) The provincial Service Commission regulations, 2077; ii) Draft bill for Integrated Centre for Good Governance in Karnali Province; iii) PGs staff transfer guideline, 2077 of Karnali, iv) The record keeping guideline, 2077.

In Sudurpaschim Province, Law Review Advisory Committee (LRAC) reviewed two laws; i) Sudurpashchim Province Good Governance Act, 2075, and ii) Province Public Service Commission Act, 2077, under PLGSP support.

Annex-4: Details on the laws prepared by LGs and reviewed by PG to provide feedbacks for improvement

Implementing Unit	Milestone		Remarks
	Target	Achieved	
Province 2	5	0	Identified list but unable to visit the respective LGs.
Bagamati Province	5	4	Reviewed 4 LGs laws and provided feedback
Lumbini Province	3	24	Reviewed 24 LGs laws and provided feedback
Karnali Province	3	0	Not initiated
Sudurpaschim Province	4	0	Preparatory work completed.
TOTAL	20	28	

In province-2, LGs were coordinated and requested to provide the list of their existing Acts and regulations in order to review those existing acts and regulations and provide feedback for their improvement. Accordingly, the list of existing Acts and regulations of LGs were compiled for the review process, however, the law formation/review committee of the OCMCM was unable to visit the respective LGs for the consultation workshops due to the second wave of COVID-19 pandemic.

In Bagamati Province, PPIU in consultation with OCMCM prepared guidelines to review existing acts and regulations prepared by LGs. OCMCM approved the guidelines (Principal Secretary level) and formed a review team to review existing acts of regulation of the five selected LGs. The review team (5 members) led by the undersecretary of OCMCM selected five LGs (2 Rural Municipality, 1 Municipality, 1 Sub-metropolitan city and 1 Metropolitan city). Out of five LGs, law review process of four LGs (namely-Hetauda Submetropolitan City, Makawanpur, Lalitpur Metropolitan City, Lalitpur. Uttargaya Rural Municipality, Rasuwa and Bhimeshwor Municipality, Dolakha) has been completed. OCMCM has also published an official book/ report based on the review done by the review team and provided feedback to the respective LGs.

In Lumbini Province, A joint committee consisting of the Ministry of Internal Affairs and Law, Office of the Chief Attorney (OCA) and Law Division of OCMCM collected the law and regulation of selected LGs on Education and Cooperatives. Out of 109 LGs 16 LGs (Municipalities-5, RMs-10, S-MPC-1) have been selected for law review. Total 24 Acts/Regulation (Act-20 and Regulation-4 (Education Act-8, Education Regulation-4, Cooperative Act-12) selected from 12 Districts for the review process. The review team analyzed

the detailed process of formation as well as contents and documented the status and challenges, strengths and weaknesses of law formation at the local level and provided feedback to the respective LGs.

Annex-5: Progress against the PLGSP FRRAP planned for the reporting period

Activities	Expected results	Baseline	Actual
To prepare ASIP guideline and make it available to PPIU/PCGG	ASIP Guideline will be prepared from PCU and made available to PPIU/PCGG.	Not in place	ASIP Guideline prepared and shared
Conduct coordinated and interactive programs to enhance and maintain the ownership of the PLGSP at all levels of government.	The amount provided to the Province by PLGSP will be spend only by including it in the annual budget and program of the province government.	In place	In place
Approve the budget and programs as per the Financial Procedure and Financial Accountability Act.	Program approval and authorization will be given in the month of Shrawan.	Initiated	Approved and authorization provided as per act
Conduct programs by establishing inter-level coordination between Ministry and the Provinces	PPIUs and PCGGs will be operational in all the provinces after signing of the MoU between the Ministry and Provinces.	MOU signed	MOU followed up
Bring Chart of Account and Computerized Government Accounting System(CGAS) use by the Office of the Comptroller General	The Chart of Account specified by the Office of the Comptroller and Auditor General will be used for accounting at the province and local level.	Partially used CGAS in Provincial Govt.	Partially used CGAS in Provincial Govt.
Fund release and expenditure of the Program will be Execute	All funds from the program will flow only from government funds.	In place	In place

Activities	Expected results	Baseline	Actual
only from the government treasury.			
Submit Financial report in accordance with the Financial Procedure and Financial Accountability Act.	On time reports will be send to the higher body by the local level in accordance with the prevailing law.	SuTRA in place	In place
Financial reports/ statements will be prepared within the stipulated time schedule	Quarterly and consolidated financial report (FMR) of financial transactions will be prepared from PPIU/PCGG.	FMR system Initiated	Financial reports as per FMR system within the stipulated time
Report on the programs operating through the reserve fund of the Government of Nepal as per the JFA.	Quarterly and consolidated financial management report (FMR) of financial transactions will be prepared as per the JFA.	Initiated	Financial reports as per FMR system within the stipulated time as
Prepare audit arrears strategic plan and provide it to the local level for implementation.	Audit arrears strategic action plan will be implemented	Not in place	In place, made available