

Provincial and Local Governance Support Programme

THIRD PARTY MONITORING

Second Report

(16th July 2021 to March 2023)

FINAL VERSION

21st June 2023

PREFACE AND ACKNOWLEDGEMENT

As per the joint financing arrangement between the Government of Nepal and the Development Partners, the Provincial and Local Governance Support Programme (PLGSP) commissioned the independent third-party monitoring (TPM) of the Programme's implementation. Prakriti Pragya Nepal Pvt Ltd, a Kathmandu-based research and consulting firm, was selected for the TPM through the competitive bidding. This report is the second of the three reports to be produced under the contract signed in June 2022.

To carry out this TPM, Prakriti Pragya Nepal brought together a team of experts (named below). The methods of the TPM and its findings, as well as its recommendations are presented in this report. An executive summary is presented in the beginning. This version of the TPM report addresses and accommodates the comments, inputs, and reactions from PLGSP.

We would like to thank the PLGSP and UNDP Nepal for entrusting Prakriti Pragya Nepal for this task. We would also like to thank the PLGSP's NPD and NPM as well as experts, specialists and other team members in Kathmandu and PPDs, PPMs as well as TA teams in Koshi, Madhesh, Bagmati and Sudurpaschim provinces for their candid communication on the performance of the programme. We are grateful to senior MoFAGA officials, members of Development Partners, and UNDP Nepal country team for inputs and advice at various stages of this work. Last but not the least, we thank the local government leaders, civil service personnel and local community members in the ten local government jurisdictions, where the TPM team visited in the second round of TPM consultations, for their generous support and information.

TPM TEAM FOR THE SECOND REPORT

Dr. Hari P. Dhungana: Team Leader and Quality Assurance
Email: h.dhungana@gmail.com
Mobile: +977-9851100669

Bhim Bhurtel: PFM Expert

Dr. Purna B. Nepali: Local Governance Expert

Mahendra Laxmi Sharma: GESI Expert



Prakriti Pragya Nepal Pvt Ltd
Madhyapur Thimi-9, Bhaktapur
City Officer: Satdobato, Lalitpur, NEPAL
Mobile: +977-9851100669
Email: ppn.thimi@gmail.com
Website: www.prakritipragya.com

TABLE OF CONTENTS

Preface and Acknowledgement	ii
Table of Contents.....	iii
List of Annexes	iv
List of Annex Tables	iv
List of Boxes	v
List of Tables	v
Executive Summary.....	vi
Acronyms	x
1 Introduction	1
1.1 Background	1
1.2 The TPM and Its Objectives.....	2
1.3 Structure of This Report.....	3
2 Methods and Process.....	4
2.1 Overall Approach	4
2.2 Sampling and Respondents.....	5
2.3 Methods and Activities	6
3 Progress of Programme Implementation, 2022/23	9
3.1 Outcome 1 Performance- Outputs 1, 2 and 3.....	9
3.2 Outcome 2 Performance—Outputs 4-12.....	10
3.2.1 <i>Output 4 Progress</i>	10
3.2.2 <i>Output 5 Progress</i>	12
3.2.3 <i>Output 6 Progress</i>	14
3.2.4 <i>Output 7 Progress</i>	17
3.2.5 <i>Output 8 Progress</i>	19
3.2.6 <i>Output 9 Progress</i>	21
3.2.7 <i>Output 10 Progress</i>	22
3.2.8 <i>Output 11 Progress</i>	24
3.2.9 <i>Output 12 Progress</i>	25
3.3 Outcome 3 Performance—Outputs 13-14.....	27
3.3.1 <i>Output 13 Progress</i>	27

3.3.2	Output 14 Progress	31
4	Innovation Partnership Fund and Its Implementation	37
4.1	IPF Schemes Awarded in Two Years	37
4.2	Intermediate/Immediate Outcomes of IPF.....	41
4.3	Observations and Recommendations.....	41
5	GESI Strategy and Its Implementation	43
5.1	Intermediate/Immediate outcomes	43
5.2	Recommendations	44
6	Public Finance Management	45
6.1	Provincial Level	47
6.2	Issues.....	48
7	Quality Control and Management Issues	50
7.1	Quality Control and Management Issues.....	50
7.2	Assessment of Risk Matrix	50
8	References	53
9	Annexes	53
9.1	TPM TOR, Consultation Agenda, Respondents, Schedule of First TPM Report.....	53

List of Annexes

Annex 1. Terms of Reference for TPM of PLGSP. NPL10-RFP10-2022. 25 April 2022	54
Annex 2: Consultation Agenda and Checklists.....	62
Annex 3. People Consulted for the TPM.....	72
Annex 4. Timeline of Activities for the TPM	82
Annex 5. PLGSP Progress, FY 2022/23 (2nd Report).....	84
Annex 6. Innovation Partnership Fund in Seven Provinces	147

List of Annex Tables

Annex Table 1. Innovation Partnership Fund Projects, Koshi Province	148
Annex Table 2. Innovation Partnership Fund Projects, Madhesh Province.....	151
Annex Table 3. Innovation Partnership Fund Projects, Bagmati Province	152
Annex Table 4. Innovation Partnership Fund Projects, Gandaki Province	153
Annex Table 5. Innovation Partnership Fund Projects, Lumbini Province.....	154
Annex Table 6. Innovation Partnership Fund Projects, Karnali Province	155
Annex Table 7. Innovation Partnership Fund Projects, Sudurpaschim Province	156

List of Boxes

Box 1. Highlight of Data Collection Methods.....	6
--	---

List of Tables

Table 1: Sampling for Sub-national Consultation	5
Table 2: Respondents in the Second Round of TPM (Jan-March 2023)	6
Table 3: Performance for Outcome 1 Activities, July 2022 to March 2023	10
Table 4: Output 4 Progress	11
Table 5: Progress in Output 5	12
Table 6: Output 6 Progress in four provinces	14
Table 7: Output 7 Progress in four provinces	17
Table 8: Output 8 Progress in four provinces	19
Table 9: Output 9 Progress in four provinces	21
Table 10: Output 10 Progress in four provinces	22
Table 11: Output 11 Progress in Four Provinces	25
Table 12: Output 12 Progress in four provinces	26
Table 13: Progress on Output 13: PG representative and Civil Servants Capacity (July 2022 to March 2023)	28
Table 14: Progress on Output 14- LG representative and Civil Servants Capacity (July 2022 to March 2023)	32
Table 15: IPF Projects in Seven Provinces.....	37
Table 16. Observation on IPF projects for the Second Round of the TPM	38
Table 17. Remarks on the Risk Matrix (2022-23).....	50

EXECUTIVE SUMMARY

A. INTRODUCTION OF PLGSP

This executive summary highlights the findings of independent Third-Party Monitoring (TPM) of the Provincial and Local Governance Support Programme (PLGSP). This “second report” covers the progress made during the first half (July 2022 to March 2023) of the fourth year (FY 2022/23) of PLGSP.

The PLGSP is a national flagship programme of the Government of Nepal and aims at building institutional, organizational and individual capacity at all levels of government, with particular focus on the provincial and local levels. The Ministry of Federal Affairs and General Administration (MoFAGA) serves as its executive agency, whereas seven provincial governments, 753 local governments and seven provincial level training centres are its implementing agencies. The programme is supported by five international development partners (DPs), namely the UK Foreign, Commonwealth and Development Office (FCDO), the European Union (EU), the Government of Norway, the Swiss Agency for Development and Cooperation (SDC), and the United Nations.

The PLGSP’s goal is to attain functional, sustainable, inclusive, and accountable provincial and local governance. It aims to contribute to the delivery of quality services at provincial and local levels, promote local development, and enhance economic prosperity. For this, it works through three outcome areas and 14 outputs.

B. TPM OBJECTIVES AND METHODS

The TPM has the objective to “carry out an independent third-party monitoring of the Programme, and to validate and assure the quality and results of the outputs and activities delivered, provide feedback and recommendations for improvement of the quality and performance.” The first TPM report covered the Financial Year 2021/22; this second report covers ongoing progress of the FY 2022/23 (16 July 2022 to March 2023). The third and final report will update TPM findings and observations, by including the remaining period of the programme and offering a broader, close-to year-end, reflection.

This report is based on the review of PLGSP documents, monitoring data, as well as group and individual discussions with stakeholders at the federal, provincial and local levels. The field visits and consultations were carried out in four provinces – Koshi, Madhesh, Bagmati and Sudurpaschim – and IPF and LG visits were made to eight LG jurisdictions, covering 10 IPF projects. In total, there were 52 consultation events, with a total of 169 officials and individuals, consisting of 95 male and 74 female participants. The performance data on which this TPM report is based was being updated at the time of our monitoring. TPM is an ongoing verification process; as such, the TPM team will update the findings, as more information, inputs, and feedback become available. New information will feed into the next report.

C. TPM’S OBSERVATIONS AND RECOMMENDATIONS 2022/23

The performance of PLGSP should be understood in the context in which it is being implemented. PLGSP is a vast and complex programme, spread out nationally and administered from 16 units – the PCU, FCGO, seven PPIUs and seven PCGGs. Each of them is jurisdictionally separate and autonomous vis-à-vis each other, which makes programme implementation and management significantly challenging. The programme operates under leadership of governmental agencies at federal, provincial and local levels,

adopting the authority, rules and norms of Nepal's public system. These factors significantly shaped the performance of the programme.

Unlike the first TPM report, this second report does not colour-code the performance, as many activities planned for 2022/23 were at initial or half-way through implementation. In fact, while the fiscal year begins on July 16, most contracting work in Nepal's public procurement begins around mid-January. This TPM's consultation was concluded by early Feb, while the performance data presented here reconciles our consultation data with the monitoring data updated to March end. Accordingly, the data presented, and views expressed here should be read as part of ongoing verification.

The following are key observations of the TPM:

- The programme completed a wide range of activities of ASIP 2022/23. Chapter 3 provides categorically the progress for each activity in the four sample provinces covered in the TPM 2nd round. Annex 5 presents progress for all provinces, for each of the 15 implementation units of the programme.
- Key achievements of the programme relate primarily to nurturing administrative, legal and institutional and human resource capacity – including the adoption of norms as well as hardware and software for more transparent and efficient service delivery and governance in sub-national governments. Significant work is done in local government planning, revenue improvement planning, the adoption of SuTRA, and other public finance tools, and GESI mainstreaming, and training of elected officials and civil service staff, widespread use and acknowledgement of local government self-assessment (the use of LISA).
- Still many planned activities are unlikely to be implemented within this fiscal year, as PCGGs face issues of legal recognition as well as insufficient human resource and leadership capacity. Four PCGGs (Madhesh, Bagmati, Lumbini and Karnali) are yet to have adequate legal recognition. Most of them lack adequate human resource and the staff are also frequently transferred, posing a challenge to smooth programme implementation and institutional memory. Some PCGGs, especially Sudurpaschim, appear to have the disadvantage of distance in sourcing resource persons for conducting training. Generally, procurement of services was found to be challenging to the PCGGs – this points to the need for greater rigour and leadership in managing procurement and supervising service providers.
- As of March end, the financial expenditure of PLGSP was 31.50% of the annual allocation. PCU consultation suggests that total expenditure may be less than half of the budget allocation, or probably less than that of last year (which was 47%). Some of the activities planned for this year turned out to be less urgent, as some activities were found to be redundant. For instance, many leaders or staff were already trained, and some of the training activities were not required. Future planning should be improved to address this.
- Progress varies provinces wise and thus the provinces are not at the same pace with respect to activity milestones. Provinces that accomplished some activities last year had their follow-on activities this year, while others are in the initial stages. This is particularly for activities that happen in a series of progression – e.g. guideline development, ToT, consultant mobilization, plan development, implementation, follow up / monitoring or learning reflection.
- Provincial governments made additional IPF project awards to local governments in 2022/23, though there was no IPF programme allocation for the second year. The cumulative number of

projects has now become 74, up from 57 projects last year. Most of the IPF projects visited complied with most conditions, but public hearing and municipal social hearing need further attention. Greater downward accountability and establishing institutional custodianship for the gains of IPF implementation appear critical.

- Significant achievement is made with respect to GESI in provincial and local government levels – including GESI audit, GESI strategy development, the appointment of focal points and localization of GESI as a government/social agenda in sub-national spheres. However, further effort is required for the effective implementation of GESI strategies, as well as response to the findings of GESI/GRB audit, and empowerment of the GESI focal persons to be able to effectively handle GESI related grievances and concerns.
- Some PLGSP outputs continue to receive low level of attention – especially output 9 which is about downward accountability and output 11. Given that accountability consists of a key pillar to good governance, less effort invested in these outputs should be factored as an unfinished business for new planning or reprogramming considerations.
- The performance of PCGGs on PASIPs delivery depends upon their legal basis, leadership and initiative of senior personnel, and the administrative capacity to mobilize resources. Some PCGGs do not have provincial law to govern them; most PCGGs require greater initiative as well as administrative capacity and willingness to timely deliver PASIPs. Thus, more effort is required to introduce provincial Acts on PCGGs (for Madhesh, Bagmati, Lumbini, and Karnali provinces), encourage initiative and leadership, and enhance technical and resource mobilization capacity and confidence amongst key personnel.
- This report also presents an assessment of the risk matrix of PLGSP and provides the TPM's remarks. This assessment will be further updated in the third TPM report.

RECOMMENDATIONS

1. Improve planning, with greater involvement of provincial teams and addressing some budgeting in some of the indicated activities.
2. Strengthen downward accountability in IPF schemes –public hearings were held in few cases, but municipal public hearing does not include the IPF project in most cases. Both should be encouraged.
3. Clarify further on the substantive definition of innovation in the IPF Guidelines. TPM's consultations as well as IPF learning workshop show that PPIU teams are not fully clear about definition of 'innovation' in IPF guidelines. PCU is advised to clarify remaining confusions.
4. Some of the IPF projects lack clear institution to carry forward the gains made from IPF implementation. Further work on establishing custodianship will be desirable.
5. Encourage LGs that have ICT-related IPF schemes to consider the needs for maintenance and the upgrade of software and hardware, and arrange budget in the coming years. PLGSP should facilitate or encourage LGs towards this.
6. Support to ensure more effective implementation of GESI audit findings and the implementation of GESI strategy.
7. Enhance greater GESI accountability – gender responsive budgeting, grievance handling, and responding to GESI audit findings

8. Empower GESI focal persons so that they can more adequately handle grievances
9. Encourage / nurture the system of tracking and publicizing the GESI activities – and responses to GESI/GRB audit.
10. Redouble efforts for the legal recognition of PCGGs in remaining four provinces- Madhesh, Bagmati, Lumbini and Karnali.
11. Arrange adequate number of human resources in PCGGs
12. Strengthen the capacity and competence of PCGG staff and leaders to timely manage the PASIP, especially managing the procurement process more efficiently.
13. Strengthen OCMCM capacity for quality assurance of PASIP products and processes.
14. Ensure healthy cooperation in PCGGs between expert members, with judicious role allocations considering the responsibility for each.

In addition to the above, the report also offers specific remarks and recommendations in the relevant sections of the report.

ACRONYMS

ASIP	Annual Strategic Implementation Plan
BOOT	Build, Own, Operate and Transfer
CD	Capacity Development
CDP	Capacity Development Plan
CFLG	Child-Friendly Local Governance
CoC	Code of Conduct
CoI	Conflict of Interest
DoNIDCR	Department of National ID and Civil Registration
EFLG	Environment-Friendly Local Governance
EU	European Union
FATA	Federal Affairs Training Academy (proposed)
FCDO	UK Foreign, Commonwealth and Development Office
FCGO	Financial Comptroller General Office
FGD	Focus Group Discussion
FRAF	Fiduciary Risk Assessment Framework
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
GoN	Government of Nepal
GRB	Gender Responsive Budgeting
IPC	Inter-Province Council
IPF	Innovation Partnership Fund
IT	Information Technology
JFA	Joint Financing Arrangement
KSI	Key Stakeholder Interview
LDTA	Local Development Training Academy
LG	Local Government
LGOA	Local Government Operation Act 2017
LISA	Local Government Institutional Capacity Self-assessment
MoF	Ministry of Finance
MoFAGA	Ministry of Federal Affairs and General Administration
MTEF	Medium Term Expenditure Framework
MTOT	Master Training of Trainers
NAGG	National Academy for Good Governance
NEC	National Executive Committee
NPC	National Planning Commission
NPSAS	Nepal Public Sector Accounting Standards
NSC	National Steering Committee
OAG	Office of Auditor General
OCMCM	Office of Chief Minister and Council of Ministers
OPMCM	Office of Prime Minister and Council of Ministers
PAMS	Public Assets Management System
PASIP	Provincial Annual Strategic Implementation Plan
PCC	Provincial Coordination Committee
PCGG	Provincial Centre for Good Governance
PCU	Programme Coordination Unit

PDP	Periodic Development Plan
PETS	Public Expenditure Tracking Survey
PG	Provincial Government
PIS	Personnel Information System
PLG	Provincial and Local Governments
PLGSP	Provincial and Local Governance Support Programme
PLMBIS	Provincial Line Ministry Budget Information System
PPIU	Provincial Programme Implementation Unit
PPPC	Provincial Policy and Planning Commission (Gandaki)
PTC	Province Training Centre
PTCO	Provincial Treasury Comptroller Office
RIAP	Revenue Improvement Action Plan
SDC	Swiss Agency for Development and Cooperation
SuTRA	Sub-National Treasury Regulatory Application
TA	Technical Assistance
TASC	Technical Assistance Sub-Committee
ToR	Terms of Reference
ToT	Training of Trainers
TPM	Third Party Monitoring
UNDP	United Nations Development Programme
VERSP	Vital Events Registration and Social Protection (MIS Portal)

1 INTRODUCTION

1.1 Background

This is the second report of the Third-Party Monitoring (TPM) of the Provincial and Local Governance Support Programme (PLGSP). It builds upon the first report submitted in Nov 2022 and covers the nine months of the Fiscal Year 2022-23 (from July 2022 to March 2023). The PLGSP is a national flagship programme of the Government of Nepal and aims at building institutional, organizational and individual capacity at all levels of government, with particular focus on the provincial and local levels. The programme supports the country's federal system, which was established anew in 2015 through the promulgation of the Constitution of Nepal. The new structure consists of the federal government, seven provincial governments and 753 local government units, each having constitutionally enumerated autonomous as well as concurrent jurisdictions. Working at all three levels, PLGSP aims to contribute to the delivery of quality services at provincial and local levels, promote local development, and support them to progress towards economic prosperity.

PLGSP is a four-year programme; it started in September 2019 (FY 2019/20)¹ and is expected to complete in July 2023. It is served by the Ministry of Federal Affairs and General Administration (MoFAGA) as its executive agency, whereas seven provincial governments, 753 local governments and seven provincial level training centres (called PCGGs – Provincial Centres for Good Governance) are its implementing agencies. The programme is supported by five international development partners (DPs), namely the UK Foreign, Commonwealth and Development Office (FCDO), the European Union (EU), the Government of Norway, the Swiss Agency for Development and Cooperation (SDC), and the United Nations.

The PLGSP's goal is to attain functional, sustainable, inclusive, and accountable provincial and local governance. The programme intends to achieve this overarching goal through the following three outcome areas:

- I. **Outcome 1.** Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of the federal governance as per the Constitution.
- II. **Outcome 2.** Provincial and local governments have efficient, effective, inclusive, and accountable institutions.
- III. **Outcome 3.** Elected representatives and civil servants at provincial and local government levels have the capacity and serve citizens to their satisfaction.

Along with the above outcomes, PLGSP intends to serve as an umbrella programme of the Government of Nepal for providing capacity development (CD) support to the provincial and local governments. The Programme seeks to establish a common framework for coordination and coherence of all governance-related programmes at the provincial level and accommodate other donor-funded programmes. With that PLGSP seeks to provide a coherent approach to capacity development under Nepal's federal system.

This TPM was commissioned according to the Joint Financing Arrangement (JFA) signed between the GoN and DPs. The JFA requires the PLGSP to conduct the TPM twice each year and to present the reports to the PLGSP's National Executive Committee (NEC) meeting scheduled for May and November. In June 2022,

¹ PLGSP Programme Document was agreed between the GoN and DPs in July 2019, while joint financing agreement was signed on 4th Sep 2019.

UNDP on behalf of PLGSP entrusted the task of independent, third-party monitoring to Prakriti Pragya Nepal Pvt Ltd, a Kathmandu-based consulting firm. The TPM team is mandated to provide reports on the verified progress, quality and status of the Programme activities of Annual Strategic Implementation Plans (ASIPs) 2021/22 and 2022/23. The first TPM report, produced in Nov 2022, covered the Financial Year 2021/22, from 16th July 2021 to 15th July 2022. This second report covers the initial months of the fiscal year 2022/23 (Jul 22 to March 23). A further update for the remaining period of the programme is planned in the third report.

1.2 The TPM and Its Objectives

The general objective of this TPM is to “carry out an independent third-party monitoring of the Programme, and to validate and assure the quality and results of the outputs and activities delivered, provide feedback and recommendations for improvement of the quality and performance.” It provides an overview of the progress, quality and status of the outputs agreed in the Annual Strategic Implementation Plans (ASIPs) 2021/22 and 2022/23, drawing on and validating activity reports from the Programme Coordination Unit (PCU) and other sources of qualitative and quantitative data. The findings serve to identify, quality-assure and verify the main achievements of the Programme and, subsequently, to reflect on the related strategic lessons, challenges and risks across all parts of the PLGSP.

The specific objectives of the TPM are as follows:

- i. To verify the progress against the milestones of (Provincial) Annual Strategic Implementation Plan (P/ASIP) of the selected provinces (three provinces in reporting time)
- ii. To assess the quality of the overall process followed and outputs delivered such as Capacity Development Plan, Revenue Improvement Action Plan, Periodic Plan and the completed training events such as in-service training, service entry training and others by the programme.
- iii. Measure the changes realized by the intended beneficiaries against some of the outcome level indicators of the programme
- iv. To examine the IPF implementation process and assess the compliance with IPF implementation guidelines including implementation plan, fiduciary risk mitigation (including “spot checks”), communication and monitoring plan.
- v. To review and validate the status of the Programme according to Result Framework matrix on the basis of the Annual Progress Report 2021/22 and subsequent APRs and financial delivery individually by the federal, provincial and local governments (representative samples), Programme and provincial P/ASIPs 2021/22 and 22/23, and to assess whether activities are being carried out as they have been reported, and in accordance with implementation guidelines.
- vi. To monitor how far the programme is using gender equality and social inclusion targeted funding in promoting gender equality and social inclusion and how it is being followed up. Specific attention will be given to assess the milestones given in the GESI Strategy of PLGSP.
- vii. Assessment of key risks and challenges in the programme, analysis of the risk matrix.
- viii. To document good practices and lessons learned and recommend continued improvements.

1.3 Structure of This Report

This TPM report is structured as follows: Chapter 2 presents the methodology of the TPM, including its overall approach, methods and activities. Chapter 3 presents the findings of the TPM on the progress and achievements of the programme implementation in 2022/23. The progress is presented categorically for 14 outputs of the programme. Chapter 4 presents the process of the rollout of IPF projects, TPM's observations on its progress and the commendations. The fifth and sixth chapters present respectively thematic observations and recommendations on Gender Equality and Social Inclusion (GESI) and Public Financial Management (PFM). The seventh chapter presents additional management and quality issues. The concluding message of this report is already presented in the executive summary section.

2 METHODS AND PROCESS

2.1 Overall Approach

This TPM was carried out in full compliance with its terms of reference (TOR) and the inception report agreed with PLGSP. The TPM team adopted the following as the overall approach:

1. **Continuous process.** The TPM is conceived as a continuous engagement over the duration of the PLGSP. This second report builds upon the first report and will be further consolidated, enriched and nuanced in the third report, by incorporating more reviews and consultations with stakeholders and by addressing concerns and gaps pointed by PLGSP and key stakeholders. The observations in this report should be read as intermediate result of an ongoing activity and subject to improvisation through further data gathering, conversation and consultation.
2. **Participatory.** The TPM team adopted a participatory approach, in which project management team, technical experts, key government officials, development partners, UNDP, and programme officials at all levels as well as representative set of beneficiaries were consulted and engaged. The inclusion of the voice and concerns of the programme's stakeholders, including different social groups, background, gender, ethnicities, as appropriate, were actively sought in the process.
3. **Independence of the work and close collaboration with PLGSP.** While the TPM team worked in close consultation and collaboration with PLGSP teams, the TPM work and reporting is independent. The team maintained their independence in the tasks of collecting information, analysis and reporting as well as in logistics, decision on sampling and consultations. At the same time, the TPM team reported regularly of its progress to PLGSP and sought support on coordination and communication from PLGSP management.
4. **Professional standards and ethical integrity.** The TPM team sought to uphold generally agreed professional standards on monitoring and evaluation work. For this the team sought to adopt fair and transparent reporting on the progress and quality of the programme and to advance greater societal good by drawing up useful recommendations for the programme. The team upheld the general Codes of Conduct (CoC), adopted by Community of Evaluators Nepal (COE-N), which are available at the website:

<http://coe-nepal.org.np/files/CoC%20final%20Sept%202019.pdf>.

. These Codes of Conduct establish, among other things, that M&E professionals maintain objectivity, credibility and integrity in data collection, due representation of stakeholders and their voice in data gathering, and adopt impartiality, honesty, confidentiality and prior consent for data collection, and do-no-harm to the respondents and contribute to greater public interest and societal good.

5. **Multi-method.** The TPM combined different methods and tools in data gathering and engaged different types of stakeholders in the process, including those related to Gender Equality and Social Inclusion (GESI) or Public Finance Management (PFM) at different levels. Methods included consultations at different levels of governance (federal, provincial, and local), and included field visit and "direct" sub-national consultation, focus-group discussions (FGDs), key stakeholder interviews (KSI), spot-checks in Innovation Partnership Fund (IPF) implementation, and related observational activities and consultations. The combination of different methods, with the review of relevant

documents made available from PLGSP, assisted in triangulation and verification in developing the TPM’s observations and conclusions.

2.2 Sampling and Respondents

The TPM team adopted different strategies for capturing data and information for different strands of PLGSP activities and outputs. The TPM team aimed to capture data for different strands, by combining them in consultations during the visit to provinces and local jurisdictions, and in the federal level consultations. These activities provided the TPM with vignettes in understanding systemic patterns of progress, issues, bottlenecks, learning from programme implementation. These observations were juxtaposed with remarks from DPs, PLGSP senior management, GoN officials, and other federal and provincial stakeholders. By triangulating with other sources (reviews, stakeholder interviews).

The TPM, over its three rounds, was designed to allow the collection of first-hand monitoring data from all of the country’s seven provinces. For the first round, three provinces served as samples for field visit and “direct” sub-national consultation, while the second round involved remaining four provinces (Table 1). The choice of Palikas within each province was decided by the TPM team by gathering the following information from PPIU teams:

- Type of IPF projects (type of activity- economic development, e-governance, agriculture, market information etc.),
- Different levels of progress in IPF execution
- Locational characteristics – inclusive of geography and socio-cultural plurality.

Table 1: Sampling for Sub-national Consultation²

TPM	Sample Provinces and Local Governments
First round	<ul style="list-style-type: none"> • Gandaki, Lumbini and Karnali (3 Provinces) • Local governments (6 LGs) • IPF projects in each visited LG (6 schemes)
Second round	<ul style="list-style-type: none"> • Koshi, Madhesh, Bagmati, and Sudurpaschim (4 Provinces) • in each LG visited (Total 8 LGs) • IPF projects in the LGs (10 schemes).
Third round PLANNED	<ul style="list-style-type: none"> • Lumbini (Nepalgunj), Sudurpaschim (Dipayal), and one (TBD) (3 Provinces) • Local governments (6 LGs) • IPF projects (4 to 6 schemes).
All of TPM	<p>Total: 7 Provinces (with 3 provinces involving two visits)</p> <p>Total: 20 Palika (and >20 IPF project sites)</p>

In the second round, field visit covered four provinces and eight LGs. The visit to LGs consisted of one day for each and concentrated on IPF spot-check, consultation with training participants about learning outcomes, as well as relevant aspects of ASIP. The TPM team engaged in a total of 52 events consisting of

² In the first round, TPM team visited Butwal (Lumbini provisional HQ) but not PCGG in Nepalgunj, and in the second round PCGG Dipayal was left for online consultation. Thus third round TPM visit will include visits to Nepalgunj and Dipayal PCGGs.

consultation, FGD, KSI, spot-check, and online meetings/consultations at the federal, provincial and local levels. In total, 169 people were consulted, comprising 95 men and 74 women (Table 2).

Table 2: Respondents in the Second Round of TPM (Jan-March 2023)

Respondents/Stakeholders	No of Events	No of Participants		
		M	F	Total
A. FEDERAL LEVEL/Kathmandu	8	11	2	13
B. PROVINCIAL LEVEL				
1. Koshi – Provincial Level	8	7	4	11
2. Madhesh– Provincial Level	6	11	3	14
3. Bagmati – Provincial Level	2	7	3	10
4. Sudurpaschim– Provincial (including telephone & email)	3	6	1	7
5. Karnali & Gandaki PCGG (Telephone + Email)	2	0	2	2
SUB-TOTAL	21	31	13	44
C. LOCAL LEVEL AND IPF PROJECTS				
1. Triyuga Municipality (Koshi) + 2 IPF projects	7	6	2	8
2. Harinagar Rural Municipality (Koshi) + 1 IPF project	1	15	2	17
3. Chandrapur Municipality (Madhesh) + 2 IPF projects	5	4	5	9
4. Parbanipur Rural Municipality (Madhesh) + 1 IPF project	4	10	47	57
5. Hariharpurgadhi Rural Municipality (Bagmati) + 1 IPF project	3	9	0	9
6. Marin Rural Municipality (Bagmati) + 1 IPF project	1	2	2	4
7. Laljhadi Rural Municipality (Sudurpaschim) + 1 IPF project	1	5	0	5
8. Tikapur Municipality (Sudurpaschim) + 1 IPF project	1	2	1	3
SUB-TOTAL: 8 LGs 10 IPF projects	23	53	59	112
TOTAL – A+B+C	52	95	74	169

Note: Developed from Annex 3.

Annex 3 provides the date, type of TPM activity, and gender differentiated list of respondents/participants for each activity.

2.3 Methods and Activities

For this second report, the TPM team combined different methods to collect data and information. Box 1 shows the methods, which are followed by a brief discussion of each.

Box 1. Highlight of Data Collection Methods

- Performance Verification at PCU, PPIU and PCGG.** In-depth consultation and data checking with PCU, PPIU, PCGGs teams.
- Key stakeholder interviews (KSI) with
 - Federal and Kathmandu-based stakeholders
 - Provincial level stakeholders
 - Local government staff and elected leaders
- Online/In-person consultations with specific respondents

4. Spot checks in selected innovation partnership fund LGs, with FGD and consultation with IPF staff and local leaders
5. Focus group discussions with IPF beneficiaries and CD/training participants at local level
6. Observation of relevant activities, outputs and facilities
7. Stakeholder consultation-cum-debriefing

(a) Progress/Performance Verification at PCU, PPIUs and PCGGs.

In the second round, as in the first, the TPM team discussed and verified the documents physically and digitally at PCU Kathmandu, PPIUs and PCGGs in Koshi, Madhesh, and Bagmati Provinces, and PPIU in Sudurpaschim Province.³ The TPM team sat together with PLGSP teams and discussed the activities, process, and outcomes and read and verified the programme completion reports or other evidence. It was a unique method for the programme activities and process monitoring. The PLGSP specialists and experts and the monitoring (and reporting) experts at the PPIU provided the details and responded to queries of the TPM team. They showed the programme reports physically, one by one, according to the ASIP or PASIPs. The PPIU and PCGG teams provided activity evidence to the TPM team, by sharing in google docs after the visit.

(b) Key stakeholder interviews (KSI)

The TPM team – either collectively or individually – held consultations with the government officials, DP officials, and experts consisting of the following types:

- Federal and Kathmandu-based stakeholders
- Provincial level stakeholders
- Local government staff and elected leaders

Relevant checklists were used in these interviews with different category of stakeholders. Annex 2 presents consultation agenda and checklist for different category of stakeholders. The Annex presents the following five types of specific agenda and checklists:

- a. Consultation agenda and checklist federal level and Kathmandu-based stakeholders
- b. Agenda & checklist for consultations at the province-level
- c. Consultation agenda for provincial PLGSP team for online interview
- d. Agenda & checklist local level visit & consultation
- e. Questions/indicators of quality of process/products (These were used together with the above checklists with different stakeholder categories).

These agendas and checklists were also used during the following activities.

(c) Online/In-person consultations with specific respondents

³ For Sudurpaschim province, the TPM team visited Dhangadhi where PPIU is located but did not visit Dipayal where PCGG is located. The TPM team used telephone consultation and email correspondence for PCGG Sudurpaschim. TPM team intends to visit PCGG Dipayal in the third round.

The TPM team members held mostly individual / expert consultations – either in-person or online – with federal or sub-national government officials or programme teams. These consultations were carried out mostly after the province or local level visits.

(d) IPF Spot-Checks as Cases at the Local Level

IPF spot-checks involved “unannounced visits” to the IPF sites and consultation with key IPF personnel at the local level, and depending upon availability, with elected leaders and civil service personnel. IPF focal persons hosted the observation and conversations. Depending upon IPF project type, consultations were also held with beneficiary groups, again assisted by and together with the IPF focal persons.

(e) Focus Group Discussions (FGD) and Key Informant Interview (KII)

The TPM team held FGD with IPF project beneficiaries; Capacity Development (training) participants, mainly consisting of civil service personnel working in local governments. The TPM team also conducted KII with the GESI Expert, PCU, PCGG, GESI FPs, PGs’ Ministries and LGS physically and from the distance to collect information and also for the validation.

(f) Observation of relevant activities.

The TPM team held on-site physical observation of IPF project activities and physical facilities upgradation / renovation or refurbishment at the PCGG.

The timeline of the activities is presented in [Annex 4](#).

3 PROGRESS OF PROGRAMME IMPLEMENTATION, 2022/23

This chapter presents the observations of the Third-Party Monitoring (TPM) team on the performance of PLGSP in FY 2022/23 during July 2022 to March 2023.⁴ The data for the observations were drawn from PLGSP monitoring database, as well as consultations with PCU, four PPIUs (Koshi, Madhesh, Bagmati and Sudurpaschim) and three PCGGs⁵ as well as with individual and group consultations with stakeholders at the federal, provincial and local levels. The TPM team visited eight LGs (with ten IPF projects) in the four provinces for spot-check and consultations. Some additional telephone conversations were held with TA teams in Karnali and Gandaki regarding expenditure or IPF implementation.

The programme's performance for FY 2022/23, as observed and verified by the TPM team, is presented below. Because it is a report on the ongoing progress for 2022/23, the TPM team did not use colour-coding for performance for this report. The "verified progress" comes from direct observations as well as consultations of the TPM team (completed early Feb), reconciled with the monitoring data from PCU as of the end of March.

We provide below a description of performance for three PLGSP outcomes and 14 outputs.

3.1 Outcome 1 Performance- Outputs 1, 2 and 3.

Outcome 1 of the programme states:

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

This outcome has three related outputs.

- Output 1: Federal level institutions develop legislation and policies to support PLGs in consultative manner
- Output 2: Federal level institutions develop tools and systems to support PLGs in a consultative process
- Output 3: Inter-governmental (IG) administrative mechanisms are strengthened and are functional

All three outputs under Outcome 1 are the main responsibility of PCU. The activities planned and accomplished for each of them are shown in detail in Annex 5. Table 3 shows the summary status of accomplishment in FY 2022/23.

⁴ Provincial and local consultations for the second round of TPM was completed by early Feb, while some further follow up meetings extended well into early April 2023. So, while most of provincial/local data from consultation is accurate for end of Jan 2023, some data is up to date to the end of March. Thus data here should be taken as a representation of ongoing activity, rather than strictly closing by a particular date.

⁵ The visit to PCGG Sudurpaschim is planned for the third round of the TPM visit.

Table 3: Performance for Outcome 1 Activities, July 2022 to March 2023

Output & Planned Activities, 2022/23	TPM Observations on 2022/23 Performance (PCU)
Output 1. Federal level institutions develop legislation and policies to support PLGs in consultative manner	
1.1 Formulate model laws:	Included in original ASIP 22/23, but missing from the progress/monitoring sheet of PLGSP. On inquiring NPM, “may not be necessary”
1.2 Review existing laws of LGs	Initial work completed, mainly TOR development and procurement process
Output 2. Federal level institutions develop tools and systems to support PLGs in a consultative process	<p>Completed: MTOT for periodic plan; GESI online portal; online system for LED assessment; Improve GESI audit and FRA systems for provinces</p> <p>Initial work: Training module for FATA/NAGG; CD outcomes assessment; PCGG e-learning modules; impact study on NASC/LDTA training; project bank in local infrastructure;</p> <p>Procurement ongoing: LISA workshop; Model guidelines; ToT for DCC officials; MoFAGA IT support; workshop on concurrent rights; strengthening formula-based NNRFRC grant transfer to LG;</p> <p>Dropped: FATA/NAGG business plan development; study on expenditure needs of LG service delivery;</p>
Output 3. Inter-governmental (IG) administrative mechanisms are strengthened and are functional	<p>Ongoing: PLGSP decision body meetings (3.3) and other meetings/workshop.</p> <p>Under discussion: Analysis (3.1), IGR study (3.2) and best practice workshop (3.6)</p>

3.2 Outcome 2 Performance—Outputs 4-12

Outcome 2 of PLGSP has following nine outputs- from output 4 to Output 12. PPIUs have prominent or exclusive role for four outputs (4, 5, 6 & 12), while PCGGs have the main responsibility for the remaining (outputs 7, 8, 9, 10 and 11). The PCU plays complementary or supportive role in all, but also has some budgeted activities in Output 8 and output 12. Progress on planned activities for these outputs are presented below.

3.2.1 OUTPUT 4 PROGRESS

Output 4 of PLGSP “Provincial Governments (PGs) draft legislation in a consultative manner” comprises an important support to provincial governments to review, update and enact Acts, regulations, guidelines, standards, directives, codes of conduct, strategies, or procedures. The progress on each of ASIP 2022/23 activities, verified by the TPM team and/or reported in the PLGSP monitoring data, is presented in Annex 5.

The activities planned under Output 4 were managed by PPIUs at Office of the Chief Minister and Council of Ministers in the seven provinces. The activities were tailored to the specific priorities and needs of the provinces. Accordingly, the performance was not homogenous across provinces. The TPM notes that consultation for the development of laws, strategies or guidelines under this output was mostly limited to provincial ministries. The progress achieved in FY 2022/23, as of March 2023, for the four visited provinces are shown in Table 4.

Table 4: Output 4 Progress

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
4.1 Policy/law formulation:	"Community-based tourism management policy" workshop;	<u>Three submitted:</u> Province Economic and Financial Accountability Act; Local Services Act; Some Province Acts Amendment Act <u>Two ongoing:</u> Province Natural Resource Act; Provincial Research and Training Act.	Work ongoing 4 policy/laws in "task group": <ul style="list-style-type: none"> Study on Cooperative law GRB Guideline FRAAP implementation GESI Guideline 	4 Laws: a) Provincial civil service Rules; b) Local Services Act; c) Communications Bill; and d) Reproductive Health Bill – under discussion
4.1 Policy/law formulation	-	-	-	Four ongoing: a) Province Civil Service Act; b) Disaster Management Act; c) Province Forest Act; and d) to be identified.
4.3 Formulate model laws	Two model LG laws prepared;	-	-	-
4.4 Conduct orientation/ interaction programme on law drafting for Province assembly members	-	-	Concept note prepared; to finish by March	-
4.9 Laws under concurrent rights:	Land Management Act formulation completed	-	-	-

3.2.2 OUTPUT 5 PROGRESS

Output 5 of PLGSP states: “Modernised PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI”. The progress on each of ASIP 2022/23 activities under this Output is presented in detail in Annex 5. Verified progress for the four provinces visited during the second round of this TPM are given in Table 5.

Table 5: Progress in Output 5⁶

Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
5.1 Provincial GESI guideline	Final editing ongoing	-	-	-
5.3 support to the Secretariat of Provincial Coordination Council	-	Not happened until Jan 20 2023	-	Not carried out so far.
5.4 PLGSP PCC meeting	In progress	two meetings – DPs and provincial secretaries; and endorsement of 4 IPF projects and programme sharing	Three completed <ul style="list-style-type: none"> • PLGSP progress briefing • Fund release of last year and IPF progress • Selection of three new IPF projects; fund release recommendation. One more will be needed.	Two of three completed by Jan – a) annual review – Shrawan / PASIP, b) IPF project award meeting (4 projects awarded this year; last year it was 5).
5.6 Publicize programs and progress of PG through different means of communication (Publish and disseminate related materials)	-	-	-	Documentary on five-year Progress of Sudurpaschim province

⁶ In the “progress” tables from here onwards, the blank (denoted by “-”) means the activity was not planned for that particular province.

Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
5.7 Support in strengthening the grievance handling mechanism (Hello CM)	-	-	-	Several meetings held for running "Hello CM (Chief Minister)." More preparation work is needed. TOR and RFP under review.
5.8 Public hearing:	Two public hearing completed; orientation on public accountability guideline to PG staff;	Projects yet to be identified; TOR for consultants prepared	-	Public hearings on PG Ministries' works/ projects. Media persons engaged. By January, five public hearing in four ministries – Agriculture (1), Physical Planning (2), Social .. (1), and Forest (1).
5.13 GESI audit of PLG ministries:	Under procurement	drafting Provincial GESI Audit Guideline "PCU has model GESI audit guideline", but is "not updated"	It did not succeed last year. This year, TOR for work in three ministries prepared. But Ministry not defined. But it requires GRB guidelines first.	GESI Audit Procedure submitted by MoSD to MoIAL and MoEA for opinion. Pending the approval
5.14 Meeting to review PLGSP's progress with Development Partners	Under process	Planned for Falgun; technical preparation in process	-	-
5.15. Training to GESI Focal Persons	1 of 2 completed	-	-	-

Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
5.16. GESI Audit guideline.	Procurement completed – Guideline revision under process	-	TOR for GRB Guideline prepared.	-
5.29. Workshop on coordination with Sectoral committees of Provincial Assembly.	Preparation completed but requires formation of sectoral committee	-	-	-
5.36 Workshop on Innovation Based Provincial Prosperity.	To be organized after PPC Member nomination	-	-	-
5.39 Workshop on strengthening the horizontal coordination among PG agencies (Ministries, Commissions and Agencies).	-	-	-	Not initiated; expected in April/May

3.2.3 OUTPUT 6 PROGRESS

Under Output 6 “PGs manage provincial public administration functions more effectively,” PLGSP planned to support province-level administrative systems, establish required hardware and software infrastructure and build provincial government staff capacity for effective administration. The PPIUs supported provincial governments in automation and digital systems, fiduciary risk reduction planning and capacity development, online systems/tools for profiling, planning, budgeting and public administration functions. The progress on each of ASIP 2022/23 activities under this output is presented in detail in Annex 5. The status of progress against the plan in four provinces are presented in Table 6.

Table 6: Output 6 Progress in four provinces

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
6.1 Support Provincial Agencies (PPSC) in development of IT based result assessment operation system	IT based result assessment system for PPSC completed	-	-	Documents submitted to OCMCM for procurement for archiving of government

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
				documents; online sharing of documents; developing OCMCM's own system. Needs security audit before deployment.
6.1 orientation to PG officials on IT systems (1. E-cabinet and 2. Websites) at PG level	-	-	-	Two Orientations held on Website and PIS
6.1 Strengthen IT based information management system in PGs (Support Office of Transport Management in digitalization of service delivery)	-	-	-	PPIU TA team/PPM suggest that earmarked budget (Rs 1,000K) was inadequate; this may be dropped.
6.1 Strengthen IT based information management system in PGs (Support in progress tracking, monitoring, and reporting -e-monitoring-system of the province)	-	-	-	Concept note prepared; TOR drafted; submitted to OCMCM for procurement
6.2 Implementation of e-governance master plan	-	-	E-GMP is under the process of development; it takes four months. Once the Master Plan is prepared, this will go into implementation.	-
6.11 Office Automation System in PG ministries:	Only the module on registration is operational	-	-	-

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
6.15 Strengthen ICS of PGs	Awaiting guideline from federal level for procedures	ICS book binding completed; orientation planned	One-day ICS orientation completed for the implementation of ICS Guidelines	ICS Guideline preparation under process; orientation after its approval.
6.20 Prepare E-Governance Master Plan of PG	-	Developed new TOR; RFP floated; LoI issued. To be completed by May.		-
6.22 orientation on FRA	Waiting for FRA portal from PCU	-	FRA Guideline prepared last year. Orientation to be carried out once PCU prepares online template.	FRA Guideline preparation at the final stage; orientation follows its approval.
6.29 inter province learning and sharing visit.	Waiting for time confirmation – Madhesh and Lumbini provinces considered	-	Expected in Feb – visit to Koshi and Madhesh provinces.	Plan to visit Madhesh and Koshi provinces; expected in April
6.30 consultations/ interactions workshop at PG	-	-	Two progress reviews completed. Once relevant directive is received for pre-planning	1/4 conducted in Bhadra (annual review and PASIP); rest later.
6.34 Workshop on governance strengthening and service delivery system of PG ministries	-	-	Planned for May/June	-
6.36 Management Audit Guideline for PG.	Concept note prepared	-	-	-
6.38 Review implementation of Periodic Plan, RIAP and CD plan	-	-	TOR is ready. To be carried out later.	No progress in the RIAP of PG.
6.39 capacity development	Completed	-	-	-

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
training on PIS to provincial staffs.				

3.2.4 OUTPUT 7 PROGRESS

Under Output 7 “PCGGs made operational to deliver capacity development services,” PLGSP planned to strengthen the Provincial Centres for Good Governance (PCGGs) in 2021/22 in their physical infrastructure, strategic or business planning, operational guidelines, capacity development planning, preparation of training modules and training materials, or the development of resource centres. The PCGGs are envisioned as Province-owned capacity development/training centres with clear statutory mandates and HR, physical and knowledge resources for the capacity development of elected representatives and civil service personnel at the province and local levels. In three of the seven provinces—Koshi, Gandaki and Sudurpaschim—provincial Acts were promulgated to govern the PCGGs; in the remaining four (Madhesh, Bagmati, Lumbini and Karnali), the PCGGs are established with provincial executive orders. Staffing is pertinent issue across all PCGGs. This indicates the need for further engagement on institutionalization and legitimacy of the PCGGs.

Output 7 activities of PASIPs 2022/23 aimed to capacitate and strengthen the PCGGs to make them operational. The progress on each of these activities for all seven PCGGs are shown in Annex 5. Key highlights of the progress reported during the second round of this TPM is shown for four provinces in Table 7 below.

Table 7: Output 7 Progress in four provinces

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
7.1 Renovate physical infrastructure of PCGG.	some renovation ongoing; due EPG	-	Renovation - Hall, canteen, toilet, park/aesthetics	Contract completed and started renovation.
7.2 New physical infrastructure for PCGG.	DPR and master plan completed.	DPR for the maintenance of PRTC residence building, gate, parking and boundary wall planned last year; but DPR not available to PRTC. Boundary wall does not need DPR and may go ahead.	Issue of land ownership for the construction—the land is owned by LDTA and not under PCGG. Confusion around Hetauda or Kathmandu.	E-bidding process completed for administrative building
7.4 Prepare a long-term	-	Consultant TOR is prepared and	Concept note and TOR in draft	-

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
strategic/ business plan of PRTC		submitted. But process is taking time.	phase. TOR under progress. Will finish.	
7.5 Organize capacity building training for PRTC's and OCMCM officer level staffs	-	Commissioned to Nepal Administrative Staff College, dates fixed for Magh 23-27.	Not started. May need some modality change, as frequent staff transfer tends to be the issue.	NA
7.6 Coordination meeting with CD stakeholders.	Not done/confusion on whom to invite	One in near future.	-	-
7.7 cross-sharing and learning visits for PCGG officials.	Concept note prepared	Planned to visit Karnali and Sudurpaschim (June)	-	Exposure visit done to PCGG -6, and PCGG-1
7.8 CD materials for PCGG.	Not done. Takes some time.	-	Work started; hall identified; procurement of materials March onwards	-
7.10 financial and staff mobilization guideline of PCGG.	Not done. Requires PRTA Rules first.	-	-	-
7.14 Establish resource centre at PCGG (establish and operationalize Provincial Resource Centre/ Library)	-	Some work last year, but its model (e.g. on aspects such as steel rack, book purchase, e-library, seating area etc) not clear to PRTC team	-	-

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
7.15 Prepare DPR of PRTC	-	Confusion in PRTC. It's believed that OCMCM paid for DPR last year, but the file was taken over by CIAA for review/investigation . PRTC has posed a query to OCMCM but response not received.	-	-
7.15 Bulletin publication (Quarterly)	-	-	-	NA

3.2.5 OUTPUT 8 PROGRESS

Output 8: “Modernized LGs have strong administrative systems and accountable public financial management systems” involved activities that bring local governments into a nationally coherent framework of administrative and public finance procedures as well as of planning for development, revenue improvement, capacity development, self-assessment and reflection on their own governance/institutional processes. Activities under this output were mainly the responsibility of PCGGs, but the PCU had a role in two key activities - strengthening information management system of LG, and rollout of sub-national treasury regulatory application (SUTRA) and other systems including public asset management system (PAMS) and Nepal Public Sector Accounting Standards (NPSAS).

The progress achieved on each of the activities, as included in ASIP 2022/23 is presented in detail in Annex 5. Verified progress in the four provinces are presented in Table 8 below.

Table 8: Output 8 Progress in four provinces

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
8.1 PCU support for IT system in LG	PCU: Ongoing			
8.2 Rollout of SuTRA and PAMS to LGs	PCU: Completed			
8.3 Revenue Improvement Action Planning (RIAP) of LGs.	Demand collection and LG selection completed. RFP Proposal	Initial confusion about the procurement of services. A team from	-	NA

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
	evaluation stage	PPMO visited for that purpose. TOR was completed, procurement was in progress.		
8.4 Prepare Capacity Development Plan of LGs.	Demand collection and LG selection completed. RFP Proposal evaluation stage	TOR was completed, procurement was under process.	Eol notice issued; 51 EOI responses received and under assessment. The work will be in three clusters.	NA
8.5 Prepare Periodic Plan of LGs.	Demand collection and LG selection completed. RFP Proposal evaluation stage	TOR completed, procurement underway. PRTC team mentioned it is challenging to complete in FY and to assure quality.	RFP prepared and issued, bids to be assessed in Feb, and awards issued.	3 MoU signed with Tikapur Mun, Budhinanda Mun and Aadarsh RM for PP preparation.
8.6 Implementation support for RIAP	-	-	Demand collection from LGs – total 18 LGs have placed their demand. Experts will be mobilized for RIAP.	-
8.7 orientation on MTEF to newly elected representatives and officials.	Concept note prepared; planned	Orientation planned for Chaitra; MTEF to be prepared by Jun/Jul 2023	Concept note is prepared; Coaching and mentoring methods; targeted participants – 30 elected representatives	-
8.8 refresher/follow-up training for LISA.	Completed– one day LISA; one day FRA	136 LGs in eight events at district level. Funds from Heading 8.11 used. LISA and	FRRAP and LISA orientation programme was jointly conducted at district level.	-

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
		FRA refreshers combined.	Remark: “there was some mistake in budget”- PCGG	
8.9 orientation on ICS for LG	LG selection completed.	TOR is prepared, RFP issued and process moved forward.	-	2 days ICS orientation conducted in Melauli Mun, Shwantha RM and Bitthdachir RM and ICS directive will endorsed in the next EC meetings.
8.11 FRRAP implementation.	FRAAP orientation completed—one day LISA; one day FRA	Eight orientations – 4 persons from each Palika ref FRA manual (LISA– 8.8—also included)	One day programme for Mayor and CAO. Likewise, two days programme conducted to the ITO, Accountant/officer. Out of 119 LGs, FRA results published for 56 LGs. Training will be conducted in district HQ.	FRA result published (88 LG review and orientation completed)

3.2.6 OUTPUT 9 PROGRESS

Output 9 “Local government systems enable vertical and horizontal accountability to all citizens” includes social accountability events in LGs, cooperation agreements between provincial and local governments, inter-LG workshop for cooperation and subsequent agreements, and sharing workshop on good practices of horizontal cooperation. Undertaking these activities was mainly the responsibility of PCGGs. The progress achieved on each of the activities in the seven provinces is presented in Annex 5, and that for four sample provinces is shown in Table 9.

Table 9: Output 9 Progress in four provinces

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
9.1 Support LGs to implement downward accountability tools	Needs to encourage PCGGs to promote downward	-	Programme in two clusters to be conducted in Feb.	10 (details NA)

Output & Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
and mechanism (public hearing, social audit)	accountability in LGs		50 LGs targeted; but will cover all 119 LGs.	
9.2 workshop to strengthen vertical cooperation	NA/process to start; date not clear	Under plan; Date not clear.	-	-
9.3 Support to prepare guideline for strengthen horizontal cooperation	process to start; date not clear	-	-	-
9.3 Support LGs to strengthen horizontal cooperation (workshop between LGs)	process to start; date not clear	Under plan; date not clear	-	Two workshops hosted in Dhangadhi by covering Kailali, Kanchanpur and Dadeldhura.

3.2.7 OUTPUT 10 PROGRESS

The Output 10 of PLGSP “Local government systems mainstream GESI in their service delivery” consisted of activities that support local governments to adopt GESI mainstreaming, conduct GESI audits for the local governments, and conduct a range of capacity building sessions for local government officials and elected representatives. Table 10 shows the progress made on the planned activities in 2022/23 for the four sample provinces.

Table 10: Output 10 Progress in four provinces

Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
10.1 Prepare and/or adapt GESI mainstreaming strategy	LGs selected; mobilization is due	24 completed last year; This year, ToR prepared; in progress	-	-
10.2 Conduct GESI Audit in LGs	-	Proposal prepared; content ready; in progress	RFP prepared; implementation modality yet to be finalized. There will be clustering – 10 Palika * 3 clusters = 30 LGs.	NA.

Planned 2022/23	Activities,	Progress (July 2022 to March 2023)			
		Koshi	Madhesh	Bagmati	Sudurpaschim
10.3	Orientation on implementation of GESI Strategy to LGs	-	-	To be organized from 12 March 2023 for Mayor/Chair, CAO (not focal person)	-
10.4	ToT on Gender Responsive Budgeting (GRB) for Local Resource Persons (LRPs)	-	GRB ToT. Proposal ready; plan to train 32 people.	All the documents submitted to the concerned authority.	-
10.4	orientation on Gender Responsive Budgeting (GRB) for LGs	Process started.	Completed in some districts –for Mayor, Deputy, CAO, GESI focal person. During TPM visit (Jan 20), PRTC did not have admin staff to process the file forward.	Proposal prepared and forwarded for administration process. Officer assigned; in progress.	-
10.5	orientation to localize code of conduct to control sexual harassment for LGs	ToT to 26 participants; mobilization to 14 districts due	-	-	Conducted orientation to all LGs of the province where a model code of conduct on sexual harassment at workplace also localized/prepared which will be endorsed through their EC meeting.
10.7	Training on GESI (Conduct Orientation on Children, Senior Citizens and Disabled friendly governance)	ToT ongoing – 32 participants. Immediate mobilization	-	Training concept note prepared; Officer assigned; under process.	NA

Planned 2022/23	Activities,	Progress (July 2022 to March 2023)			
		Koshi	Madhesh	Bagmati	Sudurpaschim
		n planned (Feb)			
10.9 Celebrate national /international days	-	Violence against Women (VAW) – two held in schools.	-	-	
10.10 training on roles and responsibilities LG's GESI Focal persons	-	To be planned (date not clear during consultation)	Training completed in four clusters; report available.	-	
10.11 MTOT on GESI/GRB/CFLG/inclusi on to LGs	-	-	Concept note prepared; to be held in Kathmandu	-	
10.13 GESI audit follow up/review workshop	Follow- up/review concept note prepared. Mobilizatio n under process.	-	Five workshops, involving ten districts	-	
10.14 Conduct orientation on GESI mainstreaming to LGs' GESI Focal person	3 orientation events (one with UNWomen) for all 137 LGs focal persons conducted.	-	Concept note prepared; under process	-	
10.15 training on LED to Local Level Women Representatives (Inclusive cluster)	-	-	Budget confusing to the PCGG team	-	

3.2.8 OUTPUT 11 PROGRESS

Under Output 11 “Local government systems enable citizen engagement and inclusive participation,” PLGSP pursued to expand engagement of local governments with their constituencies through such mechanisms as grievance handling, participatory planning, or multi-stakeholder dialogue. The progress made during July 2022 to March 2023 on the planned activities for all seven provinces PCGGs is presented in Annex 5, and a comparative snapshot is produced in Table 11.

Table 11: Output 11 Progress in Four Provinces

Planned 2022/23	Activities,	Progress (July 2022 to March 2023)			
		Koshi	Madhesh	Bagmati	Sudurpaschim
11.3	Conduct orientation on grievances handling system to PG	Grievance system is developed, but orientation not carried out due to lack of framework or standard operating procedure (SOP)	-	Planned for April 2023	NA
11.4	Conduct orientation on participatory planning & budgeting procedures and tools prepared by MoFAGA/NPC/PLGs to ward chair and secretary of LGs	-	-	-	Conducted a participatory planning process and LG operation training in Darchula and Bajhang for the Ward chairperson and ward secretary.
11.6	Collect and publish Best Practices of LGs	-	-	Not started. Considered for June. Media will be mobilized.	-
11.7	Multi-stakeholders' Dialogue on citizen engagement in the local development process in coordination with NARMIN and MuAN at provincial level	-	Under planning/ consideration	-	-

3.2.9 OUTPUT 12 PROGRESS

The Output 12 “Innovation and Partnership Fund (IPF) is operational and transparently supporting local governments’ innovative practices” aimed at making PLGs more accountable, inclusive, efficient and

effective in delivering services to their citizens by strengthening their individual and institutional capacities in designing and implementing innovation in the areas of governance, service delivery and local economic development.”⁷ The responsibility of screening, awarding and administering the IPF is with the PPIUs, while individual IPF projects are proposed and implemented by local governments, with support of OCMCM. It should be noted that IPF was intended for only one year as trial followed by a review and re-drafting of Guideline to include learning.

Chapter 4 of this report provides a detailed account of the progress and achievement on IPF project as well TPM’s observations from spot checks and other consultations. A snapshot of the PPIU and PCU activities to administer and facilitate IPF implementation is presented in Table 12.

Table 12: Output 12 Progress in four provinces

Planned Activities, 2022/23	Progress (July 2022 to March 2023)			
	Koshi	Madhesh	Bagmati	Sudurpaschim
12.1 Orientation on IPF to LGs and PG staff.	1/3 completed.	Conducted on-day orientation sessions to 136 Palika*5 pax – Mayor, Deputy, CAO and others.	For 119 LGs, orientations conducted in four clusters – two in Sept, and two in October	Two events planned but seven carried out in a concise format for three to four hours. Additional cost from other line items.
12.2 IPF Learning Workshop.	PCU. Completed.			
12.3 Implement IPF schemes in LGs.	Ten projects under implementation.	Four projects of 2021/22 (two cancelled); 7 new projects awarded in 2022/23	Total 11 IPF projects (8 from last year; 3 new) under implementation.	Nine (Last year’s and new) projects under implementation.
12.4 monitoring of IPF projects.	Ongoing from OCMCM.	Ongoing	Ongoing	
12.5 IPF learning / review.	Booklet under plan / needs early start	-	-	Workshop expected in April/May; to be done jointly by LGs and IPF technical committee

⁷ PLGSP. 2021. IPF Guidelines.

3.3 Outcome 3 Performance—Outputs 13-14

Outcome 3 of PLGSP states: “Elected representatives and civil servants at provincial and local governments have the capacity and serve citizens to their satisfaction.” It has two outputs – 13 and 14. The main responsibility for both these outputs is with the PCGG, with further support from the PCU.

3.3.1 OUTPUT 13 PROGRESS

Output 13 “Elected representatives and civil servants at the province local governments are trained for delivering high quality services” involved training to civil servants and elected representatives on a wide range of themes. These training events were tailored to the demand and needs of the provinces; so, there is considerable diversity of activities across provinces. The progress made in Output 13 activities for all provinces is given in Annex 5. The status of progress in the four sample provinces is presented in Table 13.

Table 13: Progress on Output 13: PG representative and Civil Servants Capacity (July 2022 to March 2023)

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
13.1 Training on various thematic areas based on demand (Demand based capacity development programme)	Concept note and curricula developed; 3 demand-based training completed	One completed; According to demand	Demand collection was ongoing; PCGG Management Committee will decide.	-
13.1 Training on good governance and knowledge management for PCGG staff	Will be conducted, but high staff turnover; O&M drafted but under revision and not approved	-		-
13.1 Training on motivational and behavioural changes for PG level officials and entities.	Concept note prepared. [Subsequently completed]	-	One completed by Jan 2023; another planned.	-
13.1 Training on Federalism and constitutional provisions, parliamentary process, legislation, policies of the provincial government to Member of provincial assembly	-	Was planned for Jan 2023, but procurement did not move forward		-
13.1 Training on Quality Control, public procurement (EGP) and organization management to PG's engineers	-	On plan.		-
13.1 Training to district-based staff of PGs on Public procurement and planning aligned with LG/PG	-	TBD		-
13.1 Training on relevant thematic areas to the representatives and staff of provincial level Commissions, Committees (including Dalit Dev. Comm.) Institutions, Authorities etc.	-	NA (in original ASIP PDF file)	-	Conducted cabinet proposal writing training to the officers of Provincial ministries
13.1 Training on Procurement for PG staff	-	-	Training on procurement held; total 197 staff	-
13.1 Capacity development training on PAMS for PG entities	-	-	Five completed in support of FCGO.	-

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
13.1 Training on Courtesy and corporate behaviour to support staff of PGs	-	-	One of two completed; the second to be completed in March/April 2023	-
13.1 ToT on Public Service Delivery and good governance	-	-	Under initial discussion – expected to be outsourced.	-
13.2 Orientation on localization of code of conduct to control sexual harassment for PG	Not started; “Will be initiated later”. Date not clear.	-		-
13.2 Orientation on GESI/ GESI mainstreaming/GRB to newly elected Assembly members who are represented by Women, Dalit, Janajati, and back word group.	Not started; “Will be initiated later”. Date not clear.	-	-	-
13.2 Orientation on GESI responsive budgeting and planning; monitoring and policy making for Provincial Assembly Members	Not started; “Will be initiated later”. Date not clear.	-	Initial discussion only. To be done. Date not clear.	Conducted GESI focal person training
13.3 Workshop on Collaborative Leadership and Dialogue (CLD) for elected representative and senior bureaucrats at PG level	-	Proposal prepared. Date not fixed.	-	-
13.4 Pre-service training to newly appointed PG staff (induction/ service entry training)	Will be conducted after the recommendation for appointment	-		NA
13.4 In-service training for Provincial Staff	-	Two completed. Officers and non-officers.	One completed; two more to be planned.	Conducted Inservice training to the provincial government staff (4/5th assistant level)
13.6 Prepare capacity development plan of PGs (with orientation)	-	-	-	TOR approved by principal secretary and RFP in process.

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
13.8 Learning /Exposure Visit for PG	-	-	To be held in two groups – visit to Koshi Province and Lumbini (Nepalgunj).	-

3.3.2 OUTPUT 14 PROGRESS

Output 14 “Local governments’ elected representatives and civil servants are empowered and trained for delivering high quality services” is concerned with training of local government leaders and civil service staff as well as orientations, workshops, and support for higher studies of LG staff. The progress made in Output 13 activities for all provinces is given in Annex 5. The status of progress in the four sample provinces is presented in Table 14.

Table 14: Progress on Output 14- LG representative and Civil Servants Capacity (July 2022 to March 2023)

Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
14.1 Training on IEE, EIA to technical staffs of LG	Completed- Report available	One was ongoing. Will continue for the second and third.	2 days training conducted.	IEE, EIA and BEA training conducted in Dhangadhi by covering LG technical section heads of Kailali, Kanchanpur and Dadeldhura.
14.1 Training on VERSP to Officials of Local Government	On plan. Requires time confirmation from the Department of National ID and Civil Registration (DoNIDCR) officials	On plan for Ward Secretary. Proposal is ready.	Requires the support of DoNIDCR. Expected in April	NA
14.1 Training on planning, budgeting and result based monitoring.	Completed	-		
14.1 Training on the service delivery system to ward committee members of LGs	Training content under discussion. On plan	-		
14.1 Training on Information & Communication Technology to IT officers	Not started	-		
14.1 Training based on findings of LISA and CD plan along with other contemporary demands for representatives and staff of LGs,	Continuous. On plan	TBD. LISA and CD Plan (on high demand)		
14.1 training on Quality Control, public procurement (EGP) and organization management to LG's engineers	-	Training on electronic government procurement (EGP) on queue. Will happen.		

Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
14.1 training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for local resource persons	-	ToT for elected representatives – one planned. But MoFAGA carried out and no further need.		
14.1 training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for newly elected representatives of LGs	-	Planned 8 districts*4=32. 16 completed, and Ongoing.		
14.1 Training on demand-base to local level	-	Two planned. Conditional on demand.		
14.1 training on public procurement and financial management for procurement unit members of LGs	-	High demand on procurement training. On plan.	Four completed	
14.1 training on building code to newly recruited engineers of LGs	-	One of two completed (Parsa & Bara). Second to be done.		NA
14.1 training on effective operationalization of Judicial works, planning & monitoring and revenue projection to judicial committee members	-	Proposal prepared. Under process.		
14.1 training on e-Governance to ITOs of LGs	-	Proposal prepared. Under process.		
14.1 training on SDG localization for elected representatives and LGs staffs	-	Proposal prepared. Under process.		
14.1 training on service delivery (Social security, Vital	-	Proposal prepared. Under process. High demand.		

Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
Registration, Planning Process, and citizen engagement) forward secretaries and ward chairperson of LGs				
14.1 training on Risk Sensitive Land Use Plan, MTMP and Building bylaws	-	-	Initial discussion held. Concept note to be prepared in Falgun.	
14.1 training on SWM, Heritage Management & Environmental Studies	-	-	SWM (solid waste management) training conducted; Training on heritage management to be planned.	
14.1 Conduct training to LG staff on IEE	-	-	Completed. 25 Palika staff covered.	
14.1 training on judicial committee of LGs	-	-	Seven events completed for 119 Palikas – 3 persons from each. Also need training for civil service staff in LGs (for judicial matters).	
14.1 Training on effective service delivery at ward level to officials and elected representatives	-	-	Training to ward chair and secretary; training will be held in six clusters; will start in Feb.	
14.1 training on basic service delivery to ward committee members	-	-	Total 823 ward reps participated; due in Kathmandu, Lalitpur and Bhaktapur. Problem of budget-allocation is less than required.	
14.1 training on public administration and fiscal	-	-	Concept note prepared, detailing under process; for Mayor, Deputy, Ward	

Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
accountability training to local representatives			Chair; involves two-day MTOT, then mobilization.	
14.2 Orientation on development and localization of sustainable development indicator at local level	LG selection completed. Consultant mobilization due.	-		
14.2 orientation for local level public representatives and staff related to building construction code of conduct, building permit (electronic permit system), and building construction law.	-	-	Not progressed	
14.2 orientation on EFLG, Climate Change and DRRM to LGs	-	-	Proposal prepared.	
14.2 Organize orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act to newly elected representatives of 88 LGs	-	-	-	Ward chairperson training on LG operation and LG development ongoing
14.3 Workshop on Appreciative Planning and Action (APA) for elected representatives and staffs of LGs to facilitate planning and budgeting on time	-	Planned for six LGs– Dhanusha 3, Saptari 1, Rautahat 1, plus one more, as they were unable to agree on plan and budget for their LGs (leading to government closure). But process has not moved forward.		
14.3 Workshop on federal issues in coordination with LG Associations	Completed/PCU. Workshop on federation issues with NARMIN			
14.4 Pre-service training to newly recruited LGs staffs.	Completed for 39 staff; Further training to be according as new	Two planned. Conditional upon the recommendation of	Eight completed; two upcoming	

Planned Activities, 2022/23	Status of Progress, July 2022 to March 2023			
	Koshi	Madhesh	Bagmati	Sudurpaschim
	recruitment (recommendation from Provincial PSC)	Provincial Public Service Commission		
14.5 Conduct in-service training to LGs staff	-	Two events planned	Training to the officer level 6 th . This training was considered excellent – its curriculum was appreciated by MoFAGA and used elsewhere as well. In the past, this training was conducted only by NASC.	Conducted Inservice training to 4/5 assistant level staff of LG
14.6 Prepare CD manuals, curriculum, and training materials through PCGG	-	Not developed- few content prepared.	-	
14.10 Orientation on role and responsibilities as per the provisions of constitution and LGOA for new LG representatives	Completed	-	-	
14.11 Orientation on environment friendly local governance framework	-	Proposal prepared. Under process.	No progress so far; to start in April-May	
14.12 training for ITOs for collecting and analysing socio-economic data	-	-	proposal forwarded for administrative process.	
14.14 Support in higher studies programme for staffs working at PLGs/PCGGs	Ongoing/PCU. Higher studies of PLG/PCGG staff (staff selection under process)			

4 INNOVATION PARTNERSHIP FUND AND ITS IMPLEMENTATION

PLGSP is implementing the Innovation Partnership Fund (IPF) as a special purpose vehicle to a) promote innovation in governance, service delivery and local economic development, and b) Encourage collaboration between provincial and local governments and between local governments themselves. Its implementation was rolled out in the third year of PLGSP (2021/22) – issuing the guideline, providing training to provincial and local government teams, and finally awarding 57 IPF schemes through a province-wide competition amongst LGs. In the current FY (2022/23), new schemes were awarded in some provinces, monitoring from PCU and OCMCM continued, and a national-level learning workshop held.

The IPF implementation involved partnership between PGs and LGs and facilitation and technical backstopping from MoFAGA/PCU. The IPF guidelines, issued in October 2021, identified three types of IPF projects – governance, service delivery and local economic development—and set out their scope or technical focus. It defined innovation as “new ways of working or approaches intended to bring transformation in the areas of good governance, service delivery and local economic development.” It also specified a negative list for which funding would be unavailable. But it allowed limited infrastructure and equipment or systems or technologies. It also allowed for innovative infrastructure – when embedded to the project—to be financed from the LGs’ cost contribution. Depending upon the financial capacity, LGs’ contribution was 20% to 35% of total cost, while remaining to be financed from PLGSP.

4.1 IPF Schemes Awarded in Two Years

As of March 2023, a total of 74 IPF schemes are under implementation: 57 awarded in 2021/22 and 14 awarded in FY 2022/23 (Table 15). Two of them – one in Chandrapur Municipality and another in Shambhunath –were cancelled respectively for land ownership and integrity concerns. The spread of the projects according to the provinces is shown in Table 15. While there is data variation in two sources accessed by the TPM, PLGSP monitoring data is authentic.

Table 15: IPF Projects in Seven Provinces

Province	# IPF Schemes, 2021/22	New IPF# 2022/23	Total # IPF Cumulative	Remarks
Koshi	10	-	10	
Madhesh	4	7	9	Two schemes (FY 21/22) cancelled- Chandrapur and Shambhunath
Bagmati	8	3	11	
Gandaki	10	3	13	One (Thasang RMun) is likely to be dropped – no implementation / reporting
Lumbini	8	-	8	
Karnali	12	-	12	
Sudurpaschim	5	4	9	
TOTAL	57	17	74	

The implementation of IPF project involved the following main activities:

- Orientation of provincial teams on the IPF guidelines in all provinces in 2021/22.
- Orientation on LG teams by PPIUs on IPF concept as well as its processes and expectations

- Award and fund transfer: Screening of concept notes, short-listing; subsequent screening of full proposals, project award decision; agreement (MoU between PG and LG) and fund transfer
- Monitoring: on-site visits by PPIU officials (especially PPD and PPM), and occasionally from PCU (including NPD and NPM).
- Review and reflection sessions at the provincial and national levels (in 2022/23).

IPF Board (which is the provincial coordination committee) played an important role in IPF schemes award. It screened the concept notes on the recommendation of “IPF-Technical Committee” and subsequently solicited full proposals from short-listed LGs. Full proposals were also screened in similar manner; negotiations were held between Chief Admin Officer of the LG and PPIU, and MoUs signed between LG and PG for the implementation.

In FY 2022/23, timing for award was different than for the previous year. In the rollout of the IPF schemes in 2021/22, the issuance of Guidelines (October 2021) and orientation to provincial teams by PCU (Jan 2022) pushed IPF process into a rush, so that MoUs were signed in the final trimester of the fiscal year. Accordingly, even though the first instalment was disbursed in the previous fiscal year, activity completion was much less. This year, however, new IPF schemes were selected earlier – the latest noted in this TPM was the award of seven projects in Madhesh in March 2023 (Falgun 28, 2079).⁸

It was noted in this TPM that the entry into IPF contract conformed to basic parameters set out in the guidelines – innovativeness of the scheme, cost ceilings, or LG co-financing. Additionally, there was a requirement about setting up monitoring committee; staff allocation as IPF focal person and conformity to government accounting procedures, public procurement laws, and accountability, including proper decision-making in LG executive and assembly as well as internal and external audit. TPM team is convinced that, having been subjected to OAG external audit, compliances will be in place in most, if not all, LG.

At the same time, with the visits to IPF project locations and with on-site observation and consultation with stakeholders the TPM team offers its remarks and recommendations. Table 16 presents key features and progress made on the ten IPF projects, and TPM’s specific observations on compliance to IPF guidelines and institutionalization.

Table 16. Observation on IPF projects for the Second Round of the TPM

LG and IPF Scheme (2 nd TPM Visit)	Features & Progress (Jan 2023 end)	Remarks - Compliance to IPF guideline & Institutionalization
A. Koshi Province		
1. Triyuga Municipality, Udaypur: मुसहर समुदायको सर्वाङ्गीण विकास	<p>Features: Vocational skills training; support microenterprises; awareness raising and education – e.g. school enrolment to marginalized Musahar community</p> <p>Progress: Entrepreneurship training completed; but significant range of activities, seed money and machines handover due.</p>	<p>Compliance: Project’s inclusion in LG public hearing missing.</p> <p>Institutionalisation: Requires continuous LG engagement post-project.</p> <p>Remarks – Focus on a specially marginalized community, but the work more like a regular LG mandate</p>

⁸ See <https://plgsp.gov.np/node/511>.

LG and IPF Scheme (2 nd TPM Visit)	Features & Progress (Jan 2023 end)	Remarks - Compliance to IPF guideline & Institutionalization
	Institution – Nepal Rishikul Sada Sangh established/supported; Girls group, child clubs formed.	
2. Triyuga Municipality, Udaypur: विद्युतीय शासनको माध्यमबाट स्थानीय शासन सुदृढीकरण	Features: IT infrastructure (e.g. Palika's Revenue software- enabling ward level collection; web-based planning software, e-hajiri); 50 CCTV cameras monitoring all vehicles entering Gaighat; digital token (queue); training/capacity Progress: (In Jan) tenders in process	Compliance: Project's inclusion in LG public hearing missing. Institutionalisation: Mainly the responsibility of municipality; Remarks: maintenance, update and upgrade will be required.
3. Harinagar Rural Municipality, Sunsari: स्थानीय आर्थिक विकासका लागि शासन प्रक्रिया र सेवा प्रवाह सुधार कार्यक्रम	Features: Two components a) IT, b) agriculture (mechanisation) and institutionalisation. Progress: a) Software/hardware for revenue collection from ward level; digital display, system hosting (due: village stats system) b) Agriculture groups formation, ward level and municipal level committees; Agriculture mechanical equipment purchase and handover	Compliance: full compliance noted Institutionalisation: farmers' group and institutions appear to be well connected to Palika's support arrangement. Remarks: Farmer committee should create funds for operation and maintenance of equipment.
B. Madhesh Province		
4. Chandrapur Municipality, Rautahat: Charging Station in Chandrapur Municipality	Features: Establishment and operation of charging station of e-vehicles, e-rickshaws and associated facilities - café, waiting place, boundary wall, CCTV, child playground, aesthetics. Progress: E-bidding under progress (Jan 2023)	Compliance: not included in municipal public hearing. Institutionalisation: LG as owner-manager; tendering for operation is considered.
5. Chandrapur Municipality, Rautahat: Neoteric Environmental Conservation of Mardhar Wetland	Features: Integrated conservation and development of the Mardhar wetland, which was believed to be under municipal ownership. Progress: Design survey costing 5 lakh. Work discontinued due to land ownership issue revealed.	Remarks: While preparing the DPR, the wetland was found to be under private ownership. Hence the project was considered for cancellation.
6. Parvanipur Rural Municipality, Bara: Women Entrepreneurship for the Local Economic Development	Features: Women training for entrepreneurship (animal husbandry, agriculture, skills areas – sewing, beauty parlour, handicraft, <i>haate kadai</i>); marketing support for 30 women in five wards; group registration; community building Progress: Baseline survey in five wards; training of 60 women farmers completed (two groups); training for further two groups ongoing during the TPM visit. Separate staff hired for the IPF project.	Compliance: local level public hearing not carried, found by LG to be "impossible". But looks more critical. Institutionalisation: Women group registration is envisioned; women's coop or group empowerment and linking to LG looks important. REMARKS: IPF team at LG finds it challenge to complete all planned activities, spend the fund fully.

LG and IPF Scheme (2 nd TPM Visit)	Features & Progress (Jan 2023 end)	Remarks - Compliance to IPF guideline & Institutionalization
		Women entrepreneurship project but all IPF staff are male. IPF team is still not sure what equipment to procure and handover to the women.
C. Bagmati Province		
7. Hariharpur Gadhi Rural Municipality, Sindhuli: Hariharpurgadhi Dairy Development and Modern Vegetable Farming Project	Features: Promoting milk cooperatives in two clusters (wards 1-5 and wards 6-8), and modern vegetable farming Progress: Coops established and registered; vegetable nursery in LG office premises and seedlings distribution (56K); Livestock training; Loan (9 million provisioned; 3 million released), purchase of vehicle and cooling machine. So far, some 25 to 30 cattle already purchased. To dos – purchase 200 cattle; grass plantation; learning visits to Mauli of Saptari (model); vet medicine purchase; cold store,	Compliance: Implementation committee not formed; public hearing due. Institutionalisation: well-owned by the LG and likely to be sustained; Soft loan for cattle purchase provided through Coop; insurance for the cattle.
8. Marin Rural Municipality, Sindhuli: Hybrid Buffalo and Pig Farming in Marin RM	Features: Grant support for 100 households in pig (wards 1-7) and 120 in buffalo (wards 6-7). Purchase of pigs and buffalo; shed improvement, dairy chilling centre; provision of steel can, microscope, vet medicine, cow mat; insurance; chaff cutter; Progress: Tendering; pig purchase (76 lakh), buffaloes purchase (10 lakh)	Compliance: noted to be compliant. Institutionalisation: No clear local institution for collective action of farmers. But leveraging the collaboration with Heifer International's support on animal husbandry.
D. Sudurpaschim Province		
9. Tikapur Municipality, Kailali: फोहरमैला व्यवस्थापनका लागि बायो ग्यास प्लान्ट निर्माणसुधार, संचालन तथा व्यवस्थापन आयोजना	Features: Tikapur's garbage management; cattle management; CCTV fitting; garbage collection, biogas plan Progress: Spending only 12-14 lakh rupees.	Compliance: public hearing missing. Institutionalisation: Cattle management is problematic – few cows die everyday, not enough food Remarks: A mixed bag project
10. Laljhadi Rural Municipality, Kanchanpur: पढ्दै कमाउँदै विधार्थी तथा युवा उद्दमशीलता विकास परियोजना	Features: Implemented in all six wards of LG and seven high schools- management training for unemployed youth; skills development training for the youth; technology support (motorcycle repair machine, bamboo tools, plumbing tools etc); marketing support- koshelighar and haat bazaar; bamboo farming; fruit farming; enterprise registration and renewal via software. Progress: spent 36 lakh so far	Compliance: public hearing missing. Institutionalisation: seven high schools engaged and LGs significant outreach to schools and local communities.

4.2 Intermediate/Immediate Outcomes of IPF

The TPM finds that the overall positive results/intermediate outcomes of the implementation of IPF project are as follows:

- a. Established a concrete basis for collaboration and cooperation between provincial and local governments
- b. Promoted a sense of competition among LGs in addressing governance, economic development or other local priorities.
- c. Offered a model for provincial governments and the federation for encouraging and incentivizing LG-level innovations and new initiatives
- d. Nurtured the capacity in provincial governments to administer, finance, and monitor LGs in executing new initiatives
- e. Enhanced accountability in local governments. The LGs were required to have reporting and came under scrutiny/oversight of OCMCM and this helped identify and address integrity risks or flaws in LG (e.g. identifying land tenure issues in Chandrapur municipality; avoid integrity risks in Shambhunath Municipality), or to likely withdrawal of the award in Thasang.

4.3 Observations and Recommendations

In addition to those made in the first report, the following are additional observations on IPF:

Observations

1. OPMCM/PPIUs expressed that IPF proves to be a model for establishing concrete collaboration between provincial government and local governments and that it provides a framework for healthy competition between LGs for resources.
2. In many cases, the IPF schemes are a mix bag of different activities. It is likely that IPF objectives may be fulfilled in some activities, while not so in other activities within the same project.
3. Some IPF projects are likely to be self-sustaining, while others will struggle to sustain the achievement – especially as systems and infrastructure wear and tear in some years' time. PPIUs should engage with LG leaders to commit resources to build on the achievement.

Recommendations on IPF

The following are additional recommendations on IPF implementation:

1. Downward accountability in IPF continues to be a need – in few cases public hearings were held, but in most cases municipal public hearing does not include the IPF project. Both should be encouraged.
2. TPM's consultations as well as IPF learning workshop show that PPIU teams are not fully clear about definition of 'innovation' in IPF guidelines. PCU is advised to clarify remaining confusions.
3. Some of the IPF projects lack clear institution to carry forward the gains made from IPF implementation. Further work on establishing custodianship will be desirable.

4. LGs that have ICT-related IPF schemes should consider the needs for maintenance and the upgrade of software and hardware, and arrange budget in the coming years. PLGSP should facilitate or encourage LGs towards this.

5 GESI STRATEGY AND ITS IMPLEMENTATION

Gender equality and social inclusion (GESI) is the cross-cutting theme across all 3 outcomes and 14 outputs of PLGSP. At the same time, there are three specific outputs which directly relate to it.

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

Output 10: Local governments systems mainstream GESI in their service delivery; and

Output 11: Local government systems enable citizen engagement and inclusive participation.

These three outputs contribute for strengthening the systems, capacities and accountability of PGs and LGs for GESI sensitive and responsive governance. Activities were tailored to enhance both institutional and individual capacities in PGs and LGs. While GESI-related activities were principally concerned with provincial and local levels, they also took reference to national level frameworks, especially PLGSP Gender Equality and Social Inclusion (GESI) Strategy 2021-23.⁹

The progress made during the FY 2022/23 in each of these output is presented in the relevant sections in chapter 3 of this report. This chapter makes a brief reflection on top of that. While GESI/GRB work focused on sub-national governments, PLGSP engagement drew from the policies and work of federal ministries as well as Nepal's international commitments on the norms of gender equality and inclusion. In PLGSP programming, a good deal of effort focused on sub-national GESI related policies and strategies, GESI audit, GRB, capacity development, focal point system, or code of conduct on sexual harassment. Cumulatively, PLGSP has supported the 533 GESI audits and development of 439 GESI strategies in local and provincial governments taken together.

Broadly, PLGSP has adopted a two – pronged approach to ensure GESI sensitivity and responsiveness throughout the PLGSP, and in contributing to more GESI sensitive and responsive policies, plans, budget, programs, service delivery, working culture and decision-making process of Provincial and Local Governments

1. GESI mainstreaming – Integrating GESI throughout all PLGSP outputs and activities, and
2. GESI targeted interventions – specifically focusing on promoting the rights and opportunities and women and excluded groups.

5.1 Intermediate/Immediate outcomes

Immediate/Intermediate outcomes of these efforts in GESI, as revealed in our consultations, constitute the following:

- More widespread adoption of GESI as a prescriptive norm in government policy, programming, budgeting and participation platforms
- Vernacularisation of GESI as agenda among a large group of local elected leaders and civil service personnel
- Appointment of GESI focal persons – approximately 400 in LGs and 55 in PG

⁹ PLGSP. 2021. Gender Equality and Social Inclusion (GESI) Strategy 2021-23. Kathmandu. MoFAGA

- Adoption of GESI tools, with the capacity developed amongst a significant number of resource persons and practitioners.
- Gender responsive budget, following the Ministry of Finance Guidelines that were supported by PLGSP for roll out
- GESI friendly development / implementation – including the construction of ramp, disability friendly toilets, breastfeeding space in workplaces, separate toilets for women staff
- Formation of inclusive committees or platforms.

5.2 Recommendations

Given the achievements to date, the following activities/initiatives are advisable:

- a. Support to ensure more effective implementation – by responding to GESI audit findings and the implementation of GESI strategy
- b. Greater GESI accountability – gender responsive budgeting, grievance handling, and responding to GESI audit findings
- c. Empowering GESI focal persons so that they can more adequately handle grievances
- d. Integration of GESI in other policies, such as those in education or public service commission exams
- e. System of tracking and publicizing the GESI activities – and responses to GESI/GRB audit.

6 PUBLIC FINANCE MANAGEMENT

The TPM team consulted the stakeholders from all federal, provincial, and local governments. In those consultations, measures to strengthen local governance and sub-national public finance management were discussed. The following are the key observations, which are on top of the observations made in the first report.

Document system	or	Description
Municipal profiling		Few municipalities have started developing municipal profile. The municipal profile was prepared in a participatory and consultative manner with all local-level stakeholders. The use the municipal profile to prepare the periodic plan and sectoral plans of the municipality. In some cases, municipal profile is five years old and need updating with new data. They want financial and technical help, along with their co-financing, from PLGSP for developing and updating a new municipal profile.
Periodic plan		LGs have prepared periodic plan with support from PLGSP or other programmes, such as the one supported by the Swiss Development Cooperation. The periodic plan is used by the municipality in preparing the annual budget of the local government. Some periodic plans are about to expire, so they want to develop the second periodic plan in the current fiscal year and they want financial and technical support from the external agency. PLGSP could grasp this niche.
SDG localization		stakeholders told the TPM team that they participated orientation on the development and localization of SDG indicators organized by PLGSP. They found the training valuable and informative. The Mayors and Deputy Mayors also told the team that due to the limited period to pass the annual programme and budget, they could not consider the SDG localization. Still, they will localize in the next fiscal year.
MTEF		stakeholders in many LGs have participated in MTEF development training and capacity-building training provided by PLGSP. They found the training valuable and informative. Local leaders assert that they will make the MTEF in the next fiscal year. They also said they would make the MTEF consultative and participatory by involving all stakeholders, civil society, and local academia.
Debt Sustainability Framework (DSF)		Most LG personnel were found not to have participated in the training programs to prepare the Debt Sustainability Framework (DSF) of Local Government provided by PLGSP. However, they express the need for the DSF for a loan from the Town Development Fund.
SuTRA and PAMS Rollout:		In most LGs, SuTRA was fully rolled out in the fiscal year 2074/75. Many LG personnel participated in the SuTRA rollout training physically before the Covid-19 pandemic and virtually after the pandemic. They asserted that training was instrumental and resource persons from FCGO were very professional and resourceful. They also found that the trainers used effective training methods and were comprehensive and easily understandable. The account officers also said

that SuTRA is a handy tool for maintaining budget discipline in many ways. An account officer informed the TPM team that they also adopted the EFT system, and more than 80% of LG was found transferred electronically. Similarly, they have been implementing the PAMS, and all the assets are now maintained on the PAMS.

“SuTRA is a very useful and handy software application for planning, budgeting, accounting, reporting, and record keeping. It also helps the municipality to maintain budget discipline though a lot of yet needs to do in improving the municipal public finance- Account Officer, Triyuga Municipality. ... It also helps avoid undue political pressure from elected officials.”

A SuTRA Training Participant

FRRAP LG personnel took part in the orientation and assessment programs of PRRAP. They developed a draft of the FRRAP. A Mayor told that the municipal executive endorsed the draft, and they plan to propose for endorsement by the municipal council in its upcoming session. The orientation programme was helpful, and the training was beneficial for them. They also told the team that they would effectively implement the FRRAP.

RIAP: Local level respondents told the TPM they participated in training and orientation programs for RIAP. They said that they found resource persons were competent, and deliberations were very insightful on how to expand the municipality's revenue base. But while some LGs have already prepared the RIAP, it is not as effectively used for various reasons. They suggest that they face many political risks of the RIAP, so the elected representatives want to avoid taking risks.

Municipal HDI The relevant stakeholder told the TMP that they have not participated in the orientation and capacity-building workshop organized by the PLGSP on HDI preparation. The stakeholders also told the TPM team that they had not yet prepared the municipal HDI report. They want to develop a municipal HDI report as soon as possible; however, they are finding difficulty in obtaining resource persons and financial support.

Internal Control System The internal auditor of the municipality told the TPM team that the municipality has prepared a draft of guidelines for the internal control system and sent it for endorsement six months before the second LGs election. However, the previously elected representatives did not endorse the guidelines on time due to the upcoming local election.

Opinion of municipal civil servant on Municipal PFM

The internal control system, financial accountability, and financial governance are not priorities of the elected representatives of the municipalities. They behave like they should not make financial matters transparent and they need not answer to the public. This mindset is a serious challenge to municipal public financial management.

-Internal Auditor, Triyuga Municipality

The newly elected Mayor and Deputy Mayor told the consulting team that they would approve and implement the internal control system in the next six months. However, the internal auditor thinks elected representatives are deliberately biding time because they don't maintain a budget and financial disciplines. The internal auditor told the TPM team that he participated in the orientation and coaching programme and found the programme was helpful and resource persons were competent.

PAC at LGs

The stakeholders consulted told the TPM team that they make a public account committee at the municipal level. However, they still have no operating procedure for the PAC.

6.1 Provincial Level

- **SDG localization:** The provincial stakeholders told the TPM team that they prepared the SDG localization report with grant support from another rather than PLGSP. The TPM visited at the time when provincial planning commission was vacant and civil servants at the Provincial Planning and Niti Commission could not provide factual information about the actual status of provincial SDG localization status.
- **MTEF:** The provincial stakeholders consulted during the field visit told the TPM team that province has developed its MTEF with financial and technical support from Economic Policy Incubator (EPI). The stakeholders told the TPM team that they have been using the MTEF during the annual policy programme and budget formulation.
- **FRRAP:** The respondent at the PG told the TPM team that they took part in the orientation and assessment programs of FRRAP. They have also informed us that they developed a draft of the FRRAP. The Mayor told the TPM team that the municipal executive endorsed the draft, and they plan to propose for endorsement by the municipal council in its upcoming session. The orientation programme was helpful, and the training was beneficial for them. They also told the team that they would effectively implement the FRRAP.
- **Internal Control System.** The provinces have formulated and endorsed the internal accounting guidelines. Provincial Financial Accountability Act and Regulation are in the process of drafting. Madhesh Province, for example, has been using the federal Financial Procedures and Fiscal Accountability Act, 2019, and Financial Procedures and Fiscal Accountability Rule, 2019. The PTCO told the TPM team that the internal control system is very weak in Madhesh Province.
- **Irregularities**

The provincial treasury comptroller in Madhesh told the TPM team that irregularities is very high in the province. In fiscal year 2018, irregularities was 23.70 % and the province made significant progress to drop

it to 7.09 % in 2020 and in 2021 it is 5.64%. There are several factors responsible for the high amount of the irregularity in the province.

Box 3: Quote on Irregularities from PTCO

The provincial official and elected office bearers have priority on public expenditure, but clarification of the irregularities are not a priority. Maintaining fiscal accountability and budget discipline is a huge challenge in the province- PTCO

The provincial official and elected office bearers have priority on public expenditure but clarification of the irregularities are not priority. The frequent transfer the civil servant is main issue to settle irregularities. The irregularities should be linked to the promotion and performance appraisal of the official

6.2 Issues

- **Budget planning:** The municipal representatives claimed that due to the brief period, they could not fulfill all the steps and processes of budget planning and forecasting. Others suggest that these steps were not fulfilled in the normal years as well. The elected representatives' mind set remains the challenge for the effective and responsible PFM.
- **Irregularities:** The account officer and the internal auditor suggested that the high volume of irregularities is the main issue of municipal public financial management. The Internal auditor told that the municipality's OGA tour office for external auditing is responsible for the irregularities clarification. However, the tour office used to perform external audits but not irregularities clarification, so the municipal irregularities amount has increased in many cases. One internal auditor pointed out that elected representatives and the Chief Administrative Officer need to be more serious about the opinion given by the internal auditor.
- **High amount of Virement:** The account officer and internal auditor told the TPM team that the next serious problem for the efficient and effective PFM at the municipality is the high amount of virement. The LGOA set the maximum amount as 25 percent, which can be transferred to development. Another problem is that there needs to be a municipal procedure for virement.
- **OSR:** The elected representatives are calculative to the effects of the RIAP. Therefore, they want to implement something other than the recommendations of the RIAP in the municipalities.
- **PAC of LG:** Public Account Committee was formed in very few cases based on provincial law. There is a mixed reaction among the LGs about the PAC at the LGs. One opinion is that provincial and local government entities are the same as before the constitution, so the LGs are not accountable for provincial law and only for federal law. Therefore, PAC in local government is an issue to be resolved to avoid confusion.

- **Internal Control System:** The stakeholders consulted during the field visit suggested that PGs and LGs still lack the internal audit system per the Financial Procedure and Financial Accountability Act, 2076, Financial Procedure and Financial Accountability Rule, 2077, Nepal Public Sector Accounting Standard, Audit Act, 2077. The PGs and LGs lack trained and skilled internal auditors. For the time being, the PGs and LGs ask the FCGO and its district-level offices for the supply of internal auditors. Besides, the stakeholders suggested that internal auditors are not independent in the LGs, and the internal auditors are also assigned for other works apart from the internal auditing.
- **External Audit:** The TPM team consulted the deputy auditor general responsible for the Madesh Province at the OAG for external scrutiny and auditing. OAG official suggested they have given the training to the PGs and LGs for drafting the guidelines for audit and internal control systems. They also indicated that PGs and LGs auditing basically focused on compliance auditing. Until the fiscal year 2021/2022, there was a lack of record-keeping of the irregularities of the LGs and PGs. Now they have initiated the National Audit Management System (NAMS), which now keeps the record of the irregularities of the PGs and LGs.

7 QUALITY CONTROL AND MANAGEMENT ISSUES

7.1 Quality Control and Management Issues

The first TPM report offered a detailed account of issues related to planning, implementation, monitoring, quality control and management aspects of the programme's implementation in PCU and PPIUs and PCGGs. Here, additional issues are highlighted:

Staff turnover. Consultations reveal that there has been significant turnover in TA staff as well as transfer of government staffs. The transfer of government staff, especially in PCGGs, was noted to be significantly impacting programme delivery, especially as administrative processes face uncertainty and delays.

Quality Control. PPDs and PPMs suggested that while they sit on quality control committees, they receive several documents at once toward the end of the fiscal year, and find it challenging to review and provide feedback in any meaningful way.

Procurement. Major challenge remains about procurement of consulting services. A good number of activities need to be outsourced, but there is hesitation at the PCGGs to take the initiative and make decisions for timely procurement of services and consultant mobilization. PTCO in Biratnagar suggested that PLGSP should enhance confidence and motivation of the relevant personnel in public procurement.

TA staff concerns. Koshi, Madhesh and Bagmati province TA staff indicated that their financial claims are settled in an uncertain manner and without clarity. In PCU consultation, decentralization was advised to be a possible way out of this issue.

Due diligence on IPF. OCMCM needs to maintain reasonable degree of oversight over the implementation of IPF projects. Timely detection of the risks helps to avoid unwarranted situations.

Additionally, there could be some staffing mismatch between placements in PPIU and PCGG for TA staff. Efforts to ensure greater teamwork and coordination between TA teams for their mandated tasks.

7.2 Assessment of Risk Matrix

Table 17 below presents a brief assessment of the TPM team on the risk matrix of PLGSP ASIP 2022-23.

Table 17. Remarks on the Risk Matrix (2022-23)¹⁰

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
1	Local elections next year may affect the programme implementation adversely	High	Medium	Reschedule the implementation plan to avoid organizing events, and activities during election time at the local level	Not a relevant risk for FY 2022/23; elections already completed in FY 2021/22, with polling date on 18th May 2022.

¹⁰ First five columns are drawn from PLGSP Annual Strategic Implementation Plan (Narrative) (July 2022), Table 3, p.244-46.

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
2	COVID-19 pandemic continues prevailing into next fiscal year	High	High	Adjust the working modality in line with the government guidelines. Adopt innovative measures (e.g. online and virtual) to implement the activities as far as possible	COVID restrictions are fully lifted by FY 2022/23; No more relevant
3	Local Governments will not be getting additional HR at work due to measures imposed by Federal and Provincial Governments	High	Medium	Broaden capacity development strategy for local governments and use additional experts, volunteers, interns as technical hands/resource persons to help PLGs	Deployment of staff to LGs continues to be a challenge; the problem not same across LGs, however.
4	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.	Four provinces are yet to promulgate the Act for PCGGs; continues to be a risk.
5	Weak coordination between the PPIUs and PCGGs	Medium	Low	Establish Coordination Mechanisms under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members. Ensure that regular coordination meetings take place to harmonize efforts and optimize results.	Critical mainly for quality assurance of products (periodic plan, CD plan, RIAP etc)
6	Weak financial management in provincial and local governments	Medium to High	Medium to High	Strengthen PFM system at all levels. Increased awareness of the importance of robust PFM amongst leadership at sub-national levels. Link capacity development activities	Support from PLGSP on this is substantial; yet further work will be needed.

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
				<p>with findings of LISA assessment.</p> <p>Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)</p>	
7	Programme activities cannot be sustained when the programme ends	Medium	High	<p>Institutionalize cost sharing mode of capacity building in provincial and local governments.</p> <p>Develop and institutionalize PCGGs as centres of excellence at provincial levels in a self-sustained way</p>	<p>Cost sharing is in-built into IPF schemes and in some other activities. However many IPF schemes are unlikely to materially complete by 15th Jul 2023; and some need further institutionalisation support.</p> <p>More effort is required to strengthen PCGGs</p>
8	Weak voice of local governments (lack of the recognition of Local Government Associations - LGAs)	Low	Low to medium	Recognize the LGAs as forums for local governments for collective consultations and representation at provincial and federal levels	Some interactions held, but further support on the collective voice and representation of LGs will be required.
9	Non-JFA DPs and INGOs working in governance reform and capacity building reluctant to align within the PLGSP framework	Low	Low to medium	Better coordination with non-JFA DPs and INGOs through a regular dialogue and coordination process. Flexible Programme approach to allow non-JFA DPs to operate within the PLGSP framework	Some interactions and exchanges were noted; however it is not clear if they come under “umbrella” framework of PLGSP.

Source: First five columns are drawn from PLGSP Annual Strategic Implementation Plan (Narrative) (July 2022), Table 3, p.244-46.

8 REFERENCES

Key documents reviewed

57th Annual Report of the Auditor General, 2077
58th Annual Report of the Auditor General, 2078
59th Annual Report of the Auditor General, 2079
Annual Progress Report 2077-78, PLGSP
ASIP 21-022, Narrative, 19 July 2021
Audit Act, 2075
Child Friendly Local Governance (CFLG) Guidelines 2079, MOFAGA
Code of Conduct 2074, MoWCSC
Constitution of Nepal, 2072
Financial Procedure and Financial Responsibility Act, 2076
Financial Procedures and Financial Responsibility Rules, 2077
Gandaki Province Annual Audit Report, 2078
Gender Equality Policy 2077, MoWCSC
GESI Audit Guidelines, Karnali Province
GESI Audit Report 2078, MoSD, Karnali
GESI Guidelines 2078, MOFAGA
GESI Strategy 2021-23, MOFAGA/PLGSP
GoN/MoFAGA, 2019. Provincial and Local Governance Support Programme (PLGSP) Programme Document (2019/20-2022/23), July 2019.
GoN/MoFAGA, 2022. Provincial and Local Governance Support Programme: Mid-Term Review. Final. 3 May.
Harrison, Richard. 2020. Study on best practices in Third Party Monitoring. Downloaded from https://fpi.ec.europa.eu/system/files/2021-05/study_on_best_practices_in_third_party_monitoring__0.pdf .
Innovation Partnership Fund MoUs between Provincial Governments and Local Governments
Karnali Province Annual Audit Report, 2078
LISA Report of Gandaki Province 2078 (a quality assessment)
Lumbini Province Annual Audit Report, 2078
MoFAGA. 2021. Gender Equality and Social Inclusion (GESI) Policy 2021-23. Nov. Kathmandu: MoFAGA/PLGSP
Nepal Public Sector Accounting Standards 2070
PEFA Secretariat. 2016. Framework for assessing public financial management: Washington DC (second edition, 2019)
PLGSP. 2021. Innovation Partnership Fund Guidelines
World Bank. 2004. World Development Report 2004: Making Services Work for Poor People. Washington DC: The World Bank.
World Bank. 2017. World Development Report 2017: Governance and the Law. Washington DC, The World Bank.

9 ANNEXES

9.1 TPM TOR, Consultation Agenda, Respondents, Schedule of First TPM Report

Annex 1. Terms of Reference for TPM of PLGSP. NPL10-RFP10-2022. 25 April 2022

**Ministry of Federal Affairs and General Administration (MoFAGA)
Provincial and Local Governance Support Programme (PLGSP)
Terms of Reference (ToR)**

For

Third Party Monitoring of Provincial and Local Governance Support Programme (PLGSP)

1. Background Information

The Constitution of Nepal turned Nepal into a federal state with three tiers of government with the intent of transforming the country from a centralized unitary state into a federal country and to ensure economic equality, prosperity and social justice. The Constitution marks a fundamental paradigm shift in the system, structure and functioning of sub-national governance in Nepal. The move from a unitary to a federal structure of governance requires a fundamental restructuring of the institutions, systems, working cultures and functional methods.

The Provincial and Local Governance Support Programme (PLGSP) is a national flagship programme of the Government of Nepal (GoN) aimed at building institutional, organizational and individual capacity at all levels of government, with particular 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. The Programme intends to achieve the overarching goal through the three outcome areas, namely:

- IV. Outcome 1: Government institutions and inter-governmental mechanisms at all levels are fully functioning in support of the federal governance as per the Constitution.
- V. Outcome 2: Provincial and local governments have efficient, effective, inclusive, and accountable institutions.
- VI. Outcome 3: Elected representatives and civil servants at provincial and local government levels have the capacity and serve citizens to their satisfaction.

The PLGSP serves as an umbrella programme of the Government for providing capacity development support to the provincial and local governments. As such, the Programme will establish a common framework for coordination and coherence of all governance-related programmes at the provincial and local levels and accommodate other donor-funded programmes. Thus, PLGSP will provide a coherent approach to capacity development under the federal system.

The Ministry of Federal Affairs and General Administration (MoFAGA) is the executive agency of the Programme. The seven provincial governments, the 753 local governments, and the seven provincial-level training centres (Provincial Centres for Good Governance) are the implementing agencies of the Programme. The Programme is supported by international development partners, namely the UK Foreign, Commonwealth and Development Office (FCDO), the European Union (EU), the Government of Norway, the Swiss Agency for Development and Cooperation (SDC), and the United Nations. United Nations Development Programme (UNDP) is the Technical Assistance partner for the implementation of the PLGSP, which is now in its third year of implementation.

As part of this framework and one of the key requirements from the Joint Financing Arrangement for PLGSP signed between the development partners and the Government of Nepal, is to conduct a third-party monitoring exercise twice annually with reports presented to the National Executive Committee (NEC) meetings scheduled in November and May each year. Thus, the findings of the third-party

monitoring will serve to identify, quality assure and verify the main achievements of the Programme, including the Innovation Partnership Fund component, as well as to reflect on the related strategic lessons, challenges and risks across all parts of the PLGSP. The reports of the third-party monitoring will give an overview of the progress, quality and status of the outputs agreed in the Annual Strategic Implementation Plans (ASIPs) 2021/22 and 22/23, drawing on and validating activity reports from the Programme Coordination Unit (PCU) and other sources of qualitative and quantitative data.

These Terms of Reference (ToR) describe the objectives of the assignment, scope of work, expected results/ deliverables, and qualifications/experience required of the Consultancy company to carry out third-party monitoring of the PLGSP twice in 2022 and once in 2023.

2. Rationale

Effective monitoring is critical to help ensure that the Programme is being delivered in the manner that is intended and which demonstrates both effectiveness and accountability to beneficiaries, Government and Development Partners. The third-party monitoring is intended to gauge the effective implementation of the Programme along with direct observation and on-site verification of data for quality mapping. Therefore, the PLGSP Programme Document has envisioned an independent third-party monitoring to be conducted as part of the quality assurance of the programme. The Programme Document specifically states:

“The quality assurance of the tasks performed under the programme will be undertaken by a third-party independent service provider who will also get task for independent monitoring of the programme”.

Thus a third-party independent service provider is being contracted to undertake the assignment and provide reports on the verified progress, quality and status of the Programme activities agreed in the ASIP 2021/22 and 22/23. The findings and recommendations of the third-party monitoring will be reviewed by the NEC and will serve to take the necessary policy measures to improve the performance and quality of the programme, with an initial report should be submitted before the end of FY 2021/22 in July 2022.

3. Scope and Objectives of the Assignment

3.1 General Objectives

General objective of the assignment is to carry out an independent third-party monitoring of the Programme, and to validate and assure the quality and results of the outputs and activities delivered, provide feedback and recommendations for improvement of the quality and performance. The specific objectives of the assignment are as follows:

- ix) To verify the progress against the milestones of Provincial Annual Strategic Implementation Plan (P/ASIP) 2021/22 of the selected provinces (three provinces in reporting time).
- x) To assess quality of the overall process followed and outputs delivered such as Capacity Development Plan, Revenue Improvement Action Plan, Periodic Plan and the completed training events such as in-service training, service entry training and others by the programme.
- xi) Measure the changes realized by the intended beneficiaries against some of the outcome level indicators of the programme.

- xii) To examine the IPF implementation process and assess the compliance with IPF implementation guidelines including implementation plan, fiduciary risk mitigation (including 'spot checks'), communication and monitoring plan.
- xiii) To review and validate the status of Programme according to the Result Framework matrix on the basis of the Annual Progress Report 2020/21 and subsequent APRs and financial delivery individually by the federal, provincial and local governments (representative samples), Programme & provincial P/ASIPs 2021/22 and 22/23, and to assess whether activities are being carried out as they have been reported, and in accordance with implementation guidelines.
- xiv) To monitor how far the programme is using gender equality and social inclusion targeted funding in promoting gender equality and social inclusion and how it is being followed up. Specific attention will be given to assess the milestones given in the Gender Equality and Social Inclusion (GESI) strategy of PLGSP.
- xv) Assessment of the key risks and challenges in the programme, analysis of the risk matrix.
- xvi) To document good practices and lessons learned, and recommend continued improvements.

4. Key Deliverables

The key deliverables of the assignment are as follows :

- i) **Inception Report:** The inception report should include, but not be limited to, a detailed monitoring methodology including progress data verification methods and tools, including usage of digital tools; collecting qualitative information from target groups including the key PLGSP structures, decision making bodies and the beneficiaries of the capacity development activities; documents reviewed such as updated risk matrix, GESI plan, and monitoring, evaluation and learning plan, the necessary checklists/questionnaires for key stakeholder interviews (KSIs) and focus group discussions (FGDs).

The report must also include a structure for writing the final reports, a work plan detailing activities and steps to be taken including the travel plan for field visits. The methodology should propose a statistically robust, representative sampling method for the questionnaires ensuring all target groups and geographies are included, and interviews along with a plan for field visits to the selected provinces. The statistical basis / rationale for the proposed sampling must be explained. Proposals for the monitoring of the Innovative Partnership Fund (IPF) should be included in a specific section.

- ii) **Draft Monitoring And Quality Assurance Reports:** The report must be in full compliance with the objectives and scope of these ToR. The draft of first report must be submitted by **14 July 2022** (i.e. before the end of FY 2021/22), and subsequently by **Friday 14 October 2022, and Friday 14 April 2023**.

Final approved Third Party Monitoring Reports: The final copy of first report must be submitted by **31 July 2022**, the second by **28 October 2022** and third by **28 April 2023** with synthesized analysis of relevant information generated from the study on the overall delivery (in terms of process and deliverables/products) status of the programme. The report should contain a clear outline of the key risks, challenges, progress and results achieved, lessons learned, and recommendations for improvements against the outputs.

The report will also assess the key programme products (reports, strategies, etc.). The findings should be structured clearly and aligned to these TORs. Recommendations and conclusions should be comprehensive

and balanced and substantiated by evidence. There should be specific sections on the monitoring of the Innovative Partnership Fund (IPF).

5. Methodology

The third-party monitoring should be primarily based on a mixed method approach, and include qualitative methods (e.g. KSIs, FGDs, field visits / observations, case study documentation, content analysis) as appropriate. To assess outputs and some indicative progress against the outcome indicators, small number of interviews and FGDs should be conducted with intended beneficiaries to capture their perception towards the changes they realized at the outcome level. The consulting firm should propose the indicators from the PLGSP MEL framework, and also specific methods and the content analysis framework for this.

i) Desk review

Review relevant documents including the Programme Document, annual progress reports, ASIP 2021/22 and contingency plan 2021/22, GESI strategy, IPF Guidelines and Implementation Plan, Local Government Institutional Self-Assessment (LISA) reports, Fiduciary Risk Reduction Action Plans, data from the C-MIS, and other products of the programme.

Review of provincial governments' official records and minutes as appropriate.

ii) Interactions/consultation meetings with key stakeholders (including NPC, MoFAGA, OCMCMs, OPMCM, FCGO, PCU, PPIUs, PCGGs, NSC, NEC, PCCs, MoF, IPF Board and IPF Technical Selection Committees, federal and provincial sector ministries, LG associations, TA partner, development partners) to understand their opinions and perceptions towards the PLGSP.

iii) Field visits for data collection

Conduct field visits to the provincial and local governments and collect information within the scope of the study. The following tools and techniques of data collection may be used, but are not prescriptive:

- a. Checklist for conducting KSIs and FGDs as per the agreed monitoring objectives.
- b. Observation checklist. Observe systems, products and services delivered as appropriate.
- c. The number of provinces should be at least three, covering the three ecological zones of Nepal, and not repeat the same local governments of the previous studies.
- d. Ongoing, unannounced 'spot checks' of a representative sample of IPF projects to ensure full compliance with the Guideline, Implementation Plan and Fiduciary Risk mitigation measures; the consultancy firm should identify & propose numbers and frequency for this.

6. Scope of the Assignment

The assignment should be ongoing with reporting twice in 2022 and once in 2023, and cover delivery of programme outputs against the milestones of ASIP, PASIPs 2021/22 and 2022/23 inclusive, but not limited to, the following areas:

- i) Meet and hold consultations with the beneficiaries of capacity development activities and IPF, relevant stakeholders (NPC, MoFAGA's relevant division, OCMCMs, OPMCM, FCGO, PCU, PPIUs, PCGGs, MoF, federal and provincial sector ministries, LG associations, TA partner, development partners and other development agencies in the sphere of federalization and governance) and document their perception of process followed and products delivered under the programme.

- ii) Review data on the progress of the programme and verify the data by reviewing the relevant reports and records at different levels.
- iii) Engage relevant stakeholders and assess the partnership approach followed by the PLGSP with other governance programmes for better synergies, with a focus at provincial and local levels;
- iv) Assess programme initiatives towards mainstreaming GESI in the Programme and budgets of the provincial and local governments.
- v) Undertake effective, ongoing, unannounced 'spot checks' of a representative sample of IPF projects to ensure full compliance with the Guideline, Implementation Plan and Fiduciary Risk mitigation measures
- vi) More specifically, the consulting forms are required to use, but not be limited to, the following questions to seek response on quality of process and product during field visits;
 - a. How interactive and participatory was the P/ASIP 2021/22 and 2022/23 preparation processes followed by PLGSP?
 - b. Were the laws, guidelines, regulations, systems (in the P/ASIP 2021/22) drafting process followed by federal and provincial government consultative? If not, why?
 - c. Has the federal level institutions developed tools and systems to support Provincial and Local Governments (as LISA, FRAF, SuTRA and others)? Were they developed in a consultative process? If not, why?
 - d. Did Inter-Provincial Coordination Council meetings take place and were minutes disseminated? If not, why? Were the Provincial Coordination Council meetings organized and minutes disseminated, if not why?
 - e. Have the local governments prepared Periodic Development Plan (PDP), Capacity Development Plan (CDP), Revenue Improvement Action Plan (RIAP) etc.? If yes, how were the processes managed and what were the challenges encountered? If not, why?
 - f. Were GESI focal points nominated, GESI oversight committee established at PLGs, GESI strategies developed, GESI audits conducted by provinces and if so, how? If not, why?
 - g. How effective and relevant is the IT support provided through PLGSP to the provincial and local governments? Were the IT systems of LGs strengthened? Were the IT systems of seven provincial governments strengthened? If so, how were the process managed? If not, why?

7. Geographical Coverage and Travel Requirement

The monitoring will be carried out at all three levels of the governments: federal, provincial and local. Travel to visit provincial and the local governments on sampling basis will be required. The sampling will be statically sound and robust, systematic and reflect the diversity of the PLGs in terms of delivery rate, to cover representative sample of the beneficiaries and target groups of the PLGSP activities.

8. Duration of the Study

The appointment will be for the remaining period of PLGSP i.e. to 31 August 2023. TPM should be ongoing, with each report completed within a strict time frame of maximum 50 days to meet the deadlines set out at Section 4, above. The effective start date of the assignment will be as agreed between the consulting firm and UNDP. Along with the proposal, the consulting firm is required to submit contingency plan for possible Covid-19 / future restrictions.

9. Required Qualification Experience of Human Resource

It is envisaged that a team of four will be required including a Team Leader, Local Government Expert, GESI Specialist, and Chartered Accountant/ PFM Specialist. As a minimum, one of the team members shall be female. Suitably qualified and experienced consulting firms shall propose the required human resources as part of their submissions, and the composition of the proposed team will form part of the technical evaluation criteria.

9.1 Required Experience of the Organization

- The organization should have strong institutional profile in the areas of research, assessment studies, monitoring and evaluation of development programmes in Nepal.
- Organization should have a track record of working of at least five years in the areas of programme monitoring and evaluation.
- Organizations with a strong track record of undertaking similar assignments for government, development partners, or UN agencies are preferred and this will be reflected in the scoring / evaluation .

9.2 Required Qualification and Experiences of the Proposed Human Resources

1. Team Leader – Monitoring and Quality Assurance

Team leader will be fully responsible for carrying out the assignment including designing the methodology, planning information collection and preparation of a final report. She/he will be in charge to manage the entire assignment, ensure the overall quality of the work and the timely submission of the monitoring reports and briefing to MoFAGA/PLGSP. The Team Leader will write the final report and submit it to MoFAGA.

Qualification and Experiences: Advanced university degree (min. Master's degree, PhD preferred) in Economics, social science or other relevant subjects; extensive experience (at least of 10 years) in programme development and review, independent monitoring, policy analysis; exposure to relevant governance programmes and well informed on the on-going federal systems in Nepal; relevant experience in monitoring and measuring results and analyzing findings; leading design and implementation of M&E work; excellent analytical and English report writing skills, knowledge of the political, cultural and federal system and economic situation in Nepal; ability to meet tight deadlines.

2. Local Governance Expert

Work with the Team Leader to ensure the overall quality and timely submission of the monitoring report. The local government expert will be responsible to assess the implementation status of the PLGSP activities related to local government. S/he will also review the implementation of the different frameworks such as LISA, FRAF, TDO, EFLG, CFLG etc. developed by PLGSP/MoFAGA for adoption by local governments.

The local governance expert should have at least a Master degree in a relevant field. S/he should have relevant five year' experience in conducting monitoring of programmes implemented by local governments; excellent analytical and English report writing skills, ability to meet tight deadlines; thorough understanding of federal governance in Nepal.

3. Team Member-Gender Equality and Social Inclusion Expert

Work with the Team Leader to ensure the overall quality and timely submission of the monitoring report. Responsible for assessing the process, products and overall PLGSP progress from GESI perspectives.

Qualification and Experiences: Advanced university degree (min. Master's degree) in Gender Studies, Social Sciences or relevant subject; at least five years' experience in assessment and studies, formulating programme and plan in gender and social development sector; relevant experience in conducting M&E of the policy, project and programme from GESI perspectives; excellent analytical and English report writing skills, ability to meet tight deadlines; thorough understanding of gender dynamics, women's participation and social inclusion in Nepal.

4. Chartered Accountant /Public Financial Management (PFM) Expert

Chartered Accountant as PFM and Financial Monitoring Specialist will be the member. Role of this member is to assess the PFM related issues, fiduciary risks, and the progress on PFM and IPF related matters more closely at the local and provincial level. The PFM Specialist will contribute significantly to the productions of the final report in cooperation and under the guidance of the Team Leader.

Qualification and Experience: University Degree in Accountancy or Chartered Accountant status or similar; at least five years' experience in PFM, accounting and/or audit of public sector; excellent analytical and English report writing skills, excellent skills in presentation and ability to meet tight deadlines.

10. Monitoring and Reporting

The selected consultants will work under the supervision of UNDP, MoFAGA Monitoring Section chief and in close cooperation with the National Programme Manager of the PLGSP/MoFAGA in ensuring the completion of the assignment to quality and time. However, the team must be fully independent and neutral in carrying out this task. The team will be responsible to update PLGSP in Kathmandu on the progress of the assignment on a weekly basis. The findings and recommendations must be entirely their own and based on the evidence.

11. Review Committee

A TPM Review Committee will be formed to assure the quality of the work carried out by the consultant. The consultant will work under the overall guidance of the committee, comprising:

- i) Joint Secretary, Planning and Monitoring and Foreign Aid Coordination Division, MoFAGA-coordinator
- ii) Under Secretary, Planning Section, MoFAGA
- iii) Under Secretary, Local Government Capacity Development Section, MoFAGA
- iv) Under Secretary, Federal Affairs Section, MoFAGA
- v) National Programme Manager, PLGSP
- vi) UNDP / TASP Representative

Annex I: Indicative Time Schedule

Intended process/tasks for the consulting firm/institute for each report of the assignment is likely as follows:

SN	Process /Task need to include inception report below	Time
1	Desk review of relevant documents and studies, meetings and consultations with federal level agencies and key stakeholders	7 days

2	Develop monitoring checklist, questionnaire for KSI, work plan for the field study, and submit an inception report (as necessary)	7 days
3	Conduct field assessment including meeting with relevant agencies and selected local governments	20 days
4	Analysis of the collected data and prepare draft report	10 days
5	Draft report presentation to MoFAGA & stakeholders for comments on structure of the report by 14 July 2022 (i.e. before the end of FY 2021/22), and subsequently by Friday 14 October 22 and Friday 14 April 2023. Dates for presentations TBC	1 day
6	Submit final reports and presentation (the first by 31 July 2022, the second by 28 October 2022, and the third by 28 April 2023).	5 days
Total		50 days

Annex 2: Consultation Agenda and Checklists

This Annex contains the following:

- a. Consultation Agenda and Checklist Federal Level and Kathmandu-based Stakeholders
- b. Agenda & Checklist for Consultations at the Province-Level
- c. Consultation Agenda for Provincial PLGSP team for Online Interview
- d. Agenda & Checklist Local Level Visit & Consultation
- e. Questions/Indicators of Quality of Process/Products (used together with other checklist agenda).

(A) Consultation Agenda and Checklist Federal Level and Kathmandu-based Stakeholders

Stakeholders	Consultation Agenda
A. GoN Officials	
1. MOFAGA & NSC (MoFAGA; Some Members of National Steering committee)	<ul style="list-style-type: none"> • PLGSP overall progress, achievements, • Any particular issues in 2021/22 regarding progress and achievements • Main concerns on quality or process • “Aha” of the programme of this year • Suggestion on good practices, “best practices” in the programme • Process and achievement and issues in capacity development • Process and achievement and issues in IPF • Loopholes, bottlenecks, • capacity issues • Implementation risks observed in 2021/22 and risks for the next year • Challenges, Lessons • Overall Operation and management <ul style="list-style-type: none"> • strengths • weaknesses • Improvement options • Any major concerns on the governance and management of the programme Areas/actions for improvement for next year
2. MoF (FCGO)	<ul style="list-style-type: none"> • PFM budget formulation • Budget execution • Accounting, internal audit and reporting
3. Auditor General (AG)	<ul style="list-style-type: none"> • Audit and scrutiny of PGs and LGs
B. Development Partners	
FCDO, Norway Gov; SDC, EU, UNDP (All DP representatives, in group or individually)	<ul style="list-style-type: none"> • PLGSP overall progress, achievements, • Any particular issues in 2021/22 regarding progress and achievements • Main concerns on quality or process • “Aha” of the programme of this year • Suggestion on good practices, “best practices” in the programme • Process and achievement and issues in capacity development • Process and achievement and issues in IPF • Loopholes, bottlenecks, • Implementation risks observed in 2021/22 and risks for the next year • Capacity issues • Challenges, Lessons

Stakeholders	Consultation Agenda
	<ul style="list-style-type: none"> Any major concerns on the governance and management of the programme Overall Operation and management <ul style="list-style-type: none"> strengths weaknesses Improvement options Areas/actions for improvement for next year
C. Technical Assistance Partner	
UNDP UNDP Team (Senior management, including advisors, portfolio managers, M&E)	<ul style="list-style-type: none"> PLGSP overall progress, achievements, Any particular issues in 2021/22 regarding progress and achievements Main concerns on quality or process “Aha” of the programme of this year Suggestion on good practices, “best practices” in the programme Process and achievement and issues in capacity development Process and achievement and issues in IPF Loopholes, bottlenecks, Implementation risks observed in 2021/22 and risks for the next year Capacity issues Challenges, Lessons Any major concerns on the governance and management of the programme Overall Operation and management <ul style="list-style-type: none"> strengths weaknesses Improvement options Areas/actions for improvement for next year
D. Programme Team	
1. PLGSP senior management Team- group or individual (NPD, NPM)	<ul style="list-style-type: none"> PLGSP overall progress, achievements, Any particular issues in 2021/22 regarding progress and achievements Main concerns on quality or process “Aha” of the programme of this year What are good practices, “best practices” in the programme and its details Process and achievement and issues in capacity development Process and achievement and issues in IPF Implementation risks observed in 2021/22 and risks for the next year Loopholes, bottlenecks, capacity issues Challenges, Lessons Any major concerns on the governance and management of the programme Overall Operation and management <ul style="list-style-type: none"> strengths weaknesses Improvement options Areas/actions for improvement for next year
2. PLGSP Experts -group or individual (GESI, PFM, IT specialists + others) AND	<ul style="list-style-type: none"> Briefing on nature of outputs by theme; service providers; process. Thematic ASIP/PASIP progress, achievements, output/activity status (dropped; postponed; etc., reasons)

Stakeholders	Consultation Agenda
administration team (HR, admin)	<ul style="list-style-type: none"> • What are good practices in the programme and its details • Progress on GESI mainstreaming in the institutional operations and in programmes of PG and LGs • Review of model laws-its use and review of policies/laws on LG so far. • Reflection-Local Government Institutional Capacity Self-assessment • Main concerns on quality or process of particular activities/outputs • Implementation risks observed in 2021/22 and risks for the next year • Loopholes, bottlenecks, capacity issues • Challenges, Lessons • Overall Operation and management <ul style="list-style-type: none"> • strengths • weaknesses • Improvement options • Areas/actions for improvement for next year
3. PLGSP monitoring team (M&C specialist and M&R experts)	<ul style="list-style-type: none"> • ASIP/PASIP progress, achievements, output/activity status (dropped; postponed; etc., reasons) • What are good practices, “best practices” in the programme and its details • Main concerns on quality or process of particular activities/outputs • Implementation risks observed in 2021/22 and risks for the next year • Loopholes, bottlenecks, • Capacity issues • Challenges, Lessons • Overall Operation and management <ul style="list-style-type: none"> • strengths • weaknesses • Improvement options • Areas/actions for improvement for next year • Outcome monitoring <ul style="list-style-type: none"> • Outcome 2 “PLGs have efficient, effective, inclusive and accountable institutions”- from activities/outputs related to the use/adoption of <ul style="list-style-type: none"> ○ LISA, ○ SuTRA, ○ GESI audit by PG, and LG ○ IPF operationalization (for innovation and inter-governmental collaboration). • Outcome 3 “Elected representatives and civil servants at PLGs are capacitated to serve citizens to their satisfaction” – from outputs/activities related to <ul style="list-style-type: none"> ○ PGs CD plan and staff capacity. ○ LG elected officials and staff capacity. ○ Behavioral and attitudinal change of training (including GESI, GRB) participants
E. Other Kathmandu based stakeholders	
Other Kathmandu based stakeholders (Local government associations) (MuAN, NARMIN)	<ul style="list-style-type: none"> • PLGSP overall progress, achievements, • Any particular issues in 2021/22 regarding progress and achievements • Main concerns on quality or process • “Aha” of the programme of this year • Any idea about good practices, “best practices” in the programme • Process and achievement and issues in capacity development

Stakeholders	Consultation Agenda
	<ul style="list-style-type: none"> • Process and achievement and issues in IPF • Implementation risks observed in 2021/22 and risks for the next year • Loopholes, bottlenecks, • capacity issues • Challenges, Lessons • Any major concerns on the governance and management of the programme • Areas/actions for improvement for next year • Overall Operation and management <ul style="list-style-type: none"> • strengths • weaknesses • Improvement options

(B) Agenda & Checklist for Consultations at the Province-Level

- PPIU heads and teams (PPDs, PPMs and EDs)
- PCGG heads and teams (PPDs, PPMs and EDs)
- Monitoring personnel
- IPF head and IPF Board Members
- PLGSP Training participants (group)

Main Agenda/Business
<p>A. ASIP Progress</p> <ul style="list-style-type: none">• Progress on ASIP• Process of delivering different activity types• Recruitment of resource persons and service providers• Quality check of outputs/activities• What are good practices, “best practices” in the programme and its details• Implementation risks observed in 2021/22 and risks for the next year• Issues• Challenges• Lessons• Feedback <p>B. GESI – how is it working?</p> <ul style="list-style-type: none">• GESI integration• Adoption of any strategy / guidelines• GRB/ budget allocations to women and disadvantaged groups?• Focal points <p>C. IPF</p> <ul style="list-style-type: none">• Spread of IPF projects in the province,• IPF types, process of selection and award,• Eligible criteria for receiving the IPF grant• What innovation results are achieved or are likely?• To what extent has the IPF promoted collaboration between LG and PG, or between LGs? How?• Analysis of IPF activities vis-à-vis GESI responsiveness and inclusiveness• Implementation risks observed in 2021/22 and risks for the next year• Managerial and operational issues in selection and award.• Status of progress; remarks on progress.• What are good practices, “best practices” in the IPF and its details• How has IPF decision-making complied with IPF guideline?• What are challenges in compliance to IPF Guidelines?• How to improve compliance to guidelines?• Any issues with the IPF guidelines.• Options for correction in Guideline and process.• Improvement needed in administration and implementation of IPF• Information and contact details of IPF-related personnel at local level <p>D. Capacity Development / Training Outcomes (i. PCGG/ PPIU officials who manage training/CD activities)</p> <ul style="list-style-type: none">• Training/capacity development activities• Content of training – who develops, how, quality• Training needs assessment?• Delivery of training - who, how• Implementation risks observed in 2021/22 and risks for the next year

Main Agenda/Business

- Training Pre and post-test – how?
- Training evaluation – how,
- What are good practices, “best practices” in training and its details
- Application of learning from the training in the daily work
- Adoption of training learning – real application, examples?
- Participants criteria – gender and inclusiveness- how?
- Location and contact with training participants in the visited Palikas

E. Capacity Development / Training Outcomes (ii. Training participants)

- Name of respondent – position – location, office.
- Type of training/ CD activity – when- where – who organized?
- Days, sessions
- Participants: How many; participant types (disaggregated by sex ethnicity and disabilities)
- Who were resource persons? (Disaggregated by sex and ethnicity)
- Were the resource persons competent?
- Was the training delivery right? What was strong; what was weak?
- Application / relevance of the training knowledge
- Change brought about by the training. Any change?
- What kind of learning was it?
- How it could be applied on participant’s work?
- How could delivery be improved?

F. Outcome monitoring

- Outcome 2 “PLGs have efficient, effective, inclusive and accountable institutions”- from activities/outputs related to the use/adoption of
 - LISA,
 - SuTRA,
 - GESI audit by PG, and
 - IPF operationalization (for innovation and inter-governmental collaboration).
- Outcome 3 “Elected representatives and civil servants at PLGs are capacitated to serve citizens to their satisfaction” – from outputs/activities related to
 - PGs CD plan and staff capacity.
 - LG elected officials and staff capacity.

G. Overall Operation and management

- strengths
- weaknesses
- Improvement options

(C) Consultation Agenda for Provincial PLGSP team for Online Interview

1. ASIP progress, status for the province (vis-à-vis monitoring data)
2. Main achievements / “aha” of the programme
3. Main reasons for less performance in some activities / non-performance
4. Good practice in implementation
5. Good practices, “best practices” in capacity development activities
6. Good practices, “best practices” in IPF in the province; examples
7. Implementation risks observed in 2021/22 and risks for the next year
8. Key challenge, issues in implementation of the programme, capacity development and IPF
9. Achievements from Capacity Development Activities
10. IPF Progress and Achievement
11. PLGSP’s capacity and management issues
12. **Overall operation and management**
 - strengths
 - weaknesses
 - Improvement options
13. Reflection on model laws, policies, guidelines.
14. GESI mainstreaming in the PG and LGs’ operations and programmes
15. Provincial GESI strategy, policy, guidelines, audits?
16. Lessons
17. Suggestions / feedback for improvement in programme implementation

(D) Agenda & Checklist Local Level Visit & Consultation

Observation and Consultation in two Palikas in each province with the following:

- CAO, Mayor, Deputy Mayor,
- Former mayor/chief or their deputies (if available),
- IPF personnel,
- Other elected leaders and civil service personnel
- Training participants (or potential training participant who did not have the opportunity)
- IPF activity observation

Agenda/Checklist:

A. ASIP Activities and Progress

- Knowledge about PLGSP Plan for the Palika
- Engagement in Activities carried out per ASIP
- Progress status?
- Who are recipients? Is there disaggregated by (sex and ethnicity) available?
- How was done?
- What are good practices, “best practices” in the programme and its details
- Implementation risks observed in 2021/22 and risks for the next year
- Are there overlapping projects (outside PLGSP) with similar activities from other projects/ programmes? If yes, which project and who supports that?
- Challenges?
- Issues/problems?
- Suggestions/feedback?

B. Innovation Partnership Fund

- Visit to physical site and notes
- Observation of official records and notes
- **Consultation on IPF with relevant official/people**
 - IPF type- type of activity – goal, target groups, beneficiary number (disaggregated by sex and ethnicity), objectives,
 - process of selection and award,
 - Affirmative action for women and DAGs?
 - Managerial and operational issues in selection and award.
 - status of progress; remarks on progress.
 - **Any practical problems encountered in implementation**
 - **Procedural issues**
 - any issues with the IPF guidelines.
 - Implementation challenge and bottlenecks
 - options for correction in Guideline and process.
 - Improvement needed in administration and implementation of IPF
- What innovation results are achieved or are likely?
- To what extent has the IPF promoted collaboration between LG and PG, or between LGs? How?
- What are good practices, “best practices” in the IPF and its details
- Implementation risks observed in 2021/22 and risks for the next year
- Suggestions for better design or implementation of IPF

C. Capacity Development / Training Outcomes

a. For those who participated in the training

- Name of respondent – position – location, office.
- Type of training/ CD activity – when- where – who organized?

- Days, sessions
- Participants: How many; participant types (disaggregated by sex ethnicity and disabilities)
- Who were resource persons? (Disaggregated by sex and ethnicity)
- Were the resource persons competent?
- Was training delivery right? What was strong; what was weak?
- Application / relevance of the training knowledge
- Change brought about by the training. Any change?
- Did the training change the thinking, attitude and behavior of participants toward women and disadvantaged groups?
- What kind of learning was it?
- How it could be applied on participant's work?
- How could delivery be improved?

b. For those NOT included in training

- Did you try to participate in any training?
- What training /subject?
- What attempt did you make?
- Was there any issue or challenge for you to participate? What was it?
- Why did you not get the chance to participate?
- On which subject will training be beneficial for your work?

D. Overall operation and management –

- strengths
- weaknesses
- Improvement options

E. Broad observation (mainly from current or former Mayor or Chief or their Deputies.

- Reflection and experience of formers mayor/locally elected representative on the Implementation of constitutional provision e.g., law making/policy amendment
- Challenges/obstacles faced by them

F. Outcome monitoring

- Outcome 2 “PLGs have efficient, effective, inclusive and accountable institutions”- from activities/outputs related to the use/adoption of
 - LISA,
 - SuTRA,
 - GESI audit by PG, and LG
 - IPF operationalization (for innovation and inter-governmental collaboration).
- Outcome 3 “Elected representatives and civil servants at PLGs are capacitated to serve citizens to their satisfaction” – from outputs/activities related to
 - PGs CD plan and staff capacity.
 - LG elected officials and staff capacity.
 - Change in thinking, behavior and attitude of the participants towards women and disadvantaged groups

(E) Questions/Indicators of Quality of Process/Products¹¹

(Used together with other checklist agenda)

The following was used as reference in consultations to report on the quality on process and products:

- a. How interactive and participatory was the P/ASIP 2021/22 and 2022/23 preparation processes followed by PLGSP?
- b. Were the laws, guidelines, regulations, systems (in the P/ASIP 2021/22) drafting process followed by federal and provincial government consultative? If not, why?
- c. Have the federal level institutions developed tools and systems to support Provincial and Local Governments (as LISA, FRAF, SuTRA and others)? Were they developed in a consultative process? If not, why?
- d. Did Inter-provincial Coordination Council Meetings take place and were minutes disseminated? If not, why? Were Provincial Coordination Council meetings organized and minutes disseminated? if not why?
- e. Have the local governments prepared Periodic Development Plan (PDP), Capacity Development Plan, Revenue Improvement Action Plan (RIAP) etc.? If yes, how were the processes managed and what were the challenges encountered? If not, why?
- f. Were GESI focal points nominated, GESI oversight committee established at PLGs, GESI strategies developed, GESI audits conducted by provinces and if so, how? If not, why?
- g. How effective and relevant is the IT support provided through PLGSP to the provincial and local governments? Were the IT systems of LGs strengthened? Were the IT systems of seven provincial governments strengthened? If so, how were the processes managed? If not, why?

¹¹ Based on PLGSP TPM TOR, page 5.

Annex 3. People Consulted for the TPM

SUMMARY – 2 nd Round Events & Participants	Events	Male	Female	Total
A. Federal Level/Kathmandu	8	11	2	13
B. PROVINCIAL LEVEL				
1. Koshi – Provincial Level	8	7	4	11
2. Madhesh– Provincial Level	6	11	3	14
3. Bagmati – Provincial Level	2	7	3	10
4. Sudurpaschim– Provincial Level	3	6	1	7
5. Karnali & Gandaki PCGG	2	0	2	2
subtotal	21	31	13	44
C. LOCAL LEVEL / IPF				
1. Triyuga Municipality (Koshi)	7	6	2	8
2. Harinagar Rural Municipality (Koshi)	1	15	2	17
3. Chandrapur Municipality (Madhesh)	5	4	5	9
4. Parbanipur Rural Municipality (Madhesh)	4	10	47	57
5. Hariharpurgadhi Rural Municipality (Bagmati)	3	9	0	9
6. Marin Rural Municipality (Bagmati)	1	2	2	4
7. Laljhadi Rural Municipality (Sudurpaschim)	1	5	0	5
8. Tikapur Municipality (Sudurpaschim)	1	2	1	3
subtotal	23	53	59	112
Grand Total	52	95	74	169

1. People Consulted for the 2nd Round of TPM (Jan-Feb 2023)

Date	People Consulted in TPM ¹²	Affiliation	Activity ¹³	M	F	Total	Ref
A	Federal Level/Kathmandu						
06/01/23	1. Balaram Rijyal – NPD 2. Hemraj Aryal - NPM 3. Chandra Kant Paudel 4. Kirti Thapa 5. Ian Macdougall	PLGSP PCU, Kathmandu	KSI	4	1	5	HD.A
12/01/23	6. Baburam Shrestha	PLGSP PCU, Kathmandu	KSI	1	0	1	HD.A1
12/01/23	7. Ian Macdougall	PLGSP PCU, Kathmandu	KSI	1	0	1	HD.A2
23/01/23	8. Ram Chandra Sharma, SuTRA Head	FCGO	KII	1	0	1	BB009
03/02/23	9. Bishnu Hari Baral, Internal Audit Head	FCGO	KII	1	0	1	BB010
10/02/23	10. Hom Nath Subedi, Deputy Auditor General	OAG	KII	1	0	1	BB011

¹² A few respondents are repeated in this list, as TPM team member(s) had dedicated, separate discussion with them.

¹³ Notes: FGD – Focus Group Discussion; KII - Key Informant Interview; KSI – Key Stakeholder Consultation.

Date	People Consulted in TPM ¹²	Affiliation	Activity ¹³	M	F	Total	Ref
07/04/2023	11. Nagesh Badu (IT Specialist) 12. Kirti Thapa (Gender Specialist)	PCU	KII	1	1	2	
07/04/2023	13. NPM Bhupendra Sapkota	PCU	KII	1	0	1	
Total				11	2	13	
B	Provincial Level						
B.1	Koshi – Provincial Level						
21/01/2023	14. Anita Guragain – LG Expert / PRTA TA lead	Koshi PRTA (Meet at Itahari)	KII	0	1	1	HD011
22/01/2023	15. PRTA Training Participants	Koshi PRTA Kalbalgurhi	Participant Observation			NA	HD012
22/01/2023	16. Bishnu Kumar Karki – Executive Director / Koshi PRTA	Koshi PRTA Kalbalgurhi	KII	1	0	1	HD013
22/01/2023	17. Shekhar Karki – CD expert	Koshi PRTA Kalbalgurhi	KII	1	0	1	HD014
23/01/2023	18. Niraj Dahal – IT & E-Gov expert 19. Shova Rai – Admin & Finance 20. Lakpa Sherpa – IPF expert 21. Punam Chaudhary – PFM Expert 22. Pranay Sharma – TA Lead	Koshi PPIU Office	KII	2	3	5	HD015
23/01/2023	23. Kshitiz Bhattarai – PPM	Koshi PPIU OCMCM	KII	1	0	1	HD016
23/01/2023	24. Damodar Khatri- PTCO, Koshi Province	Provincial Treasury Controller Office,	KII	1	0	1	HD017
23/01/2023	25. Krishna Sapkota – Provincial Programme Director	Koshi PPIU OCMCM	KII	1	0	1	HD018
Total				7	4	11	
B.2	Madhesh– Provincial Level						
20/01/2023	26. Punita Mandal- TA Team Lead 27. Birendra Chand – M&E Reporting 28. Dev Raj Rai- PFM expert 29. Krishna Kumar Shah – IT expert 30. Girija Dahal – IPF expert 31. Jyoti Singh – Admin & Finance	Madhesh Province, PPIU OCMCM Complex	KII	3	3	6	HD008
20/01/2023	32. Arjun Kumar Kushwaha- Local Gov Expert 33. Madan Singh Bagchan- GESI expert 34. Sunil Jayasawal- curriculum dev expert 35. Arjun Subedi	Madhesh Province, PRTC Mujheliya	KII	4	0	4	HD009
20/01/2023	36. Noor Hari Khatiwada- PPD (Provincial Programme Director)	Madhesh, PPIU	KII	1	0	1	HD010

Date	People Consulted in TPM ¹²	Affiliation	Activity ¹³	M	F	Total	Ref
20/01/2023	37. Rupesh Kumar Shah, Under Secretary	Ministry of Finance, Madesh province	KII	1	0	1	BB006
20/01/2023	38. Prashant Kumar Mishra, Section Officer	Provincial Planning and Niti Aayog, Madesh province	KII	1	0	1	BB007
20/01/2023	39. Radheshyam Giri, PTCO	Provincial Treasury Comptroller	KII	1	0	1	BB008
Total				11	3	14	
B.3	Bagmati – Provincial Level						
17/01/23	40. Madan Acharya 41. Bikram Khatiwada 42. Bipin Kandel 43. Sharmila Ghale 44. Anup Lopchan 45. Chhatra Subedi	Bagmati, PPIU Hetauda	KSI	5	1	6	HD001
03/02/2023	46. Chandra Prakash Sigdel – LG Expert / TA lead 47. Binna Pant – CD expert 48. Apsara Karki – GESI expert 49. Madan Kharel – Curriculum Expert	Bagmati PCGG, Lalitpur, Manbhavan	KSI	2	2	4	HD033
Total			2	7	3	10	
B.4	Sudurpaschim– Provincial Level						
29/01/2023	50. Tubraj Pokharel - PPD 51. Nawaraj Ojha - PPM	Sudurpaschim PPIU, OCMCM	KSI	2	0	2	HD029
29/01/2023	52. Dinesh Suddhakar – TA lead 53. Minita Chaudhary 54. Binod YY 55. Yamanath Giri	Sudurpaschim PPIU, OCMCM	KSI	3	1	4	HD030
06/04/2023	56. Ram Singh Thagunna (Telephone and Email)	PCGG Sudurpaschim	KII	1	0	1	
Total							
C	Local Level and IPF Project						
C.1	Triyuga Municipality	Koshi Province					
19/01/2023	57. Raj Kumar Khadka – IPF focal (Musahar development) 58. Shravan Sada – IPF staff	Triyuga Municipality	KII	2	0	2	HD006
	59. Rupak Timsina – IPF (IT)	Triyuga Municipality	KII	1	0	1	HD007
19/01/2023	60. Bashant Kumar Basnet- Mayor,	Triyuga Municipality	KII	1	0	1	BB001
19/01/2023	61. Maheshwari Rai, Deputy Mayor	Triyuga Municipality	KII	0	1	1	BB002
19/01/2023	62. Biswajit Rai, Planning Officer	Triyuga Municipality	KII	1		1	BB003

Date	People Consulted in TPM ¹²	Affiliation	Activity ¹³	M	F	Total	Ref
19/01/2023	63. Binaya Basnet, Account Officer	Triyuga Municipality	KII	0	1	1	BB004
19/01/2023	64. Eba Bahadur Raut, Officer, Internal Audit	Triyuga Municipality	KII	1	0	1	BB005
Total				6	2	8	
C.2	Harinagar Rural Municipality	Koshi Province					
23/01/2023	65. Tularaj Thapa Magar - CAO 66. Manoj Yadav 67. Prem Mehta 68. Ramesh Swornakar 69. Bikas Shrestha 70. Ranvir Mehta 71. Bhuvaneshor Yadav – Na pra sa 72. XX Mehta 73. Devendra Kumar Mallah 74. Dimple Dev 75. Kavita Mehta 76. Prakash Thapa Magar 77. Suman Chaudhary 78. Radheshyam Pandit 79. Pranay Sharma- Koshi PPIU 80. Lakpa Sherpa- Koshi PPIU 81. Niraj Dahal- Koshi PPIU	Harinagar Rural Municipality, Sunsari	Group Discussion	15	2	17	HD019
C.3	Chandrapur Municipality	Madhesh					
24/01/2023	82. Mahesh Bohara – Engineer / IPF 83. Krishna Prasad Sigdel – Former CAO / Now EDU chief 84. Bharat Srivastav	Chandrapur, Rautahat	KII	3	0	3	HD020
24/01/2023	85. Sanjay Kafle - Mayor	Chandrapur Municipality	KII	1	0	1	HD021
24/01/2023	86. Uma Satyal – Admin 87. Urmila Aryal – Admin 88. Ajita Paudel - Admin	Chandrapur Municipality	KII	0	3	3	HD022
24/01/2023	89. Chandra Kala Baral- Social Security Chief	Chandrapur Municipality	KII	0	1	1	HD023
24/01/2023	90. Jaya Mala Chaudhary- Deputy Mayor	Chandrapur Municipality	KII	0	1	1	HD024
Total				4	5	9	
C.4	Parbanipur Rural Municipality	Madhesh					
24/01/2023	91. Ram Kumar Sonal – IPF Focal 92. Anil Kumar Shah – IPF Programme Coordinator 93. Umesh Mahato – IPF Programme 94. Jit Narayan Shah – JTA / IPF	Parbanipur Rural Municipality, Bara	KII	4	0	4	HD025
25/01/2023	95. Munna Shah Rauniyar	Parbanipur	KII	1	0	1	HD026
25/01/2023	96. TRAINING EVENT (A) – SEVEN DAY AGRICULTURE TRAINING	Parbanipur	Participant Observation	5	19	24	HD027

Date	People Consulted in TPM ¹²	Affiliation	Activity ¹³	M	F	Total	Ref
25/01/2023	97. TRAINING EVENT (B)– SEVEN DAY LIVESTOCK TRAINING	Parbanipur	Participant Observation	0	28	28	HD028
Total				10	47	57	
C.5	Hariharpurgadhi Rural Municipality	Bagmati					
18/01/2023	98. Bajra Dhoj Waiba - Chairperson 99. Deepak Karki – IPF Focal Person 100.Dataram Pyakurel – CAO 101.Gyan Bahadur Rai - Farmer	Hariharpur Gadhi RMun	KII	3	0	3	HD002
18/01/2023	102.Milan Shrestha – IT Officer 103.Shiva Regmi – Accountant 104.Lok Bahadur Gole	Hariharpur Gadhi RMun	KII	3	0	3	HD003
18/01/2023	105.Nikas Lama- VET staff 106.Deepak Karki – IPF Focal 107.Daiba Raj Shrestha – Farmer (and Diary Coop Secretary)	Hariharpur Gadhi RMun IPF	KII	3	0	3	HD004
Total				9	0	9	
C.6	Marin Rural Municipality (Bagmati Province)						
18/01/2023	108.Hem Baraily – VET technician 109.Ratna Kumari Ghising – Admin Officer 110.Suman Paudel – Planning Section 111.Suraksha Sapkota – VET dev office	Marin RMun IPF	KII	2	2	4	HD005
C.7	Laljhadi Rural Municipality (Sudurpaschim Province)						
29/01/2023	112.Nirmal Rana – Rmun Chairperson 113. Naresh Bhatta – Enterprise Dev Facilitator 114.Siddharaj Bhatta – CAO 115.Pallav Raj Bhatta 116.Raj Kumar Bhandari	Laljhadi Rural Municipality, Kanj, Kanchanpur	KII	5	0	5	HD031
C.8	Tikapur Municipality (Sudurpaschim Province)						
30/01/2023	117.Mangal Shahi - CAO 118.Daman Chaudhary- EDU undersecretary 119.Nirmala Chaudhary – Forest & Env Branch	Tikapur Municipality, Tikapur, Kailali	KII	2	1	3	HD032
	Other Provinces (Telephone + Email)						
16/04/2023	120. Shilpa Kunwar	PCGG, Karnali, Surkhet	KII	0	1	1	
16/04/2023	121. Nirmala Subba	GPTA, Gandaki, Pokhara	KII	0	1	1	
TOTAL				95	74	169	46

2. People Consulted for the 1st Round of TPM (Jul-Aug 2022)

Date	People Consulted in TPM ¹⁴	Affiliation	Activity ¹⁵	M	F	Total	Ref
A	Federal Level and Kathmandu						
29/7/22	1. Chandra Kant Paudel 2. Dixita Silwal 3. Kirti Thapa 4. Baburam Shrestha 5. Nagesh Badu	PLGSP PCU, Kathmandu	KSI	3	2	5	HD001
4/8/2022	6. Andrew Long - FCDO 7. Ian MacDougall - PLGSP 8. Shraddha Rayamajhi – SDC 9. Madhu Bishwokarma - FCDO 10. Aneela Khan – Norwegian Embassy 11. Odile Humblot (EU) 12. Bernardo Cocco (UNDP)	FCDO, SDC, EU,	KSI (Online, in-person)	4	3	7	HD012
09/08/2022	13. Sri Kumar Rai, Deputy Auditor General	Gandaki Head, OAG	KII	1		1	BB001
09/08/2022	14. Sambhu Kumar Shrestha, Deputy Auditor General	Lumbini Head, OAG	KII	1		1	BB002
10/08/2022	15. Roma Kanta Kalfe	FCGO SuTRA Head	KII	1		1	BB003
11/08/2022	16. Kirti Thapa, GESI Specialist	PCU	KII	0	1	1	MS001
12/08/2022	17. Bhesh Prasad Bhurtel	FCGO, SuTRA Head (Previous)	KII	1		1	BB004
17/08/2022	18. Shankar Prasad Panthi	Deputy Auditor General, Karnali head, OAG	KII	1		1	BB005
18/08/2022	19. Gorakha Bahadur Shahi	PEFA Secretariat	KII	1		1	BB006
18/08/2022	20. Rajendra Bajracharya	PEFA Secretariat	KII	1		1	BB007
18/08/2022	21. Saroj Acharya	PEFA Secretariat	KII	1		1	BB008
19/08/2022	22. Bishnu Hari Baral	FCGO (Internal Audit)	KII	1		1	BB009
30/8/2022	23. Ayshanie Medagangoda-Labé 24. Bernardo Cocco 25. Binda Magar 26. Krishna Bhattarai 27. Tek Tamata	UNDP	KSI	3	2	5	HD029
14/9/2022	28. Hem Raj Aryal, National Project Manager	PLGSP PCU	KSI	1	0	1	HD030
B	Provincial Level						
B.1	Karnali Province						
1/8/22	29. Hansa Malla 30. Tulasi Prasad Shrestha 31. Janak Bhattarai 32. Prakash Budh Thapa 33. Surendra Yadav 34. Anil Chapagain	PPIU-Karnali, Surkhet	KSI	5	1	6	HD002

¹⁴ A few respondents are repeated in this list, as TPM team member(s) had dedicated, separate discussion with them.

¹⁵ Notes: FGD – Focus Group Discussion; KII - Key Informant Interview; KSI – Key Stakeholder Consultation.

Date	People Consulted in TPM ¹⁴	Affiliation	Activity ¹⁵	M	F	Total	Ref
1/8/22	35. Shilpa Kunwar 36. Madhuri Nepal 37. Pooja Bhandari 38. Manu Prasad Chaudhari 39. Ganesh Joshi 40. Ganesh Upadhyaya	PCGG-Karnali Surkhet	KSI	3	3	6	HD003
16/08/2022	41. Anita Gyawali, GESI FP	MoSD, Surkhet, Karnali	KII (online)	0	1	1	MS002
16/08/2022	42. Gyanu Chaulagain, GESI FP	MoEP, Surkhet, Karnali	KII (online)	0	1	1	MS003
25/08/2022	43. Puja Bhandari, GESI Specialist	PCGG, Surkhet, Karnali	KII (online)	0	1	1	MS008
B.2	Province Level - Lumbini						
14/8/2022	44. Subas Yadav 45. Hari Narayan Kurmi	PPIU, Lumbini, Butwal	KSI	2	0	2	HD013
14/8/2022	46. Subas Yadav 47. Hari Narayan Kurmi 48. Milan Shrestha 49. Satish Acharya 50. Raj Kumar Paudel 51. Ram Chalitra Joshi	PPIU, Lumbini, Butwal	KSI	6	0	6	HD014
14/8/2022	52. Deepak Gyawali	Province Accounts Controller, Lumbini, Butwal	KII	1	0	1	HD015
14/8/2022	53. Narendra Kumar Rana (PPD, Secretary) 54. Kaman Singh Thapa Magar (PPM)	PPIU, Lumbini, Butwal	KII	2	0	2	HD016
21/08/2022	55. Kamansingh Thapa Magar, GESI FP	OCMCM, Lumbini	KII (online)	1	0	1	MS004
21/08/2022	56. Naramaya Sunar, GESI Specialist	PCGG, Lumbini	KII (online)	0	1	1	MS005
B.2	Province Level - Gandaki						
17/8/2022	57. Birendra Parajuli 58. Bigyan Satyal – IT 59. Krishna Awasthi – PFM 60. Rajani Thapa Magar – M&R 61. Mamta Paudel – Admin/Accounts	PPIU, Gandaki Province, Pokhara	KSI	3	2	5	HD026
18/8/2022	62. Rishi Ram Pandey –ED 63. Nirmala Subba 64. Sarita Dahal 65. Dil Prasad Magar 66. Sanjay Shah 67. Tashi Sherpa	Gandaki Province Training Academy / PCGG Pokhara	KSI	3	3	6	HD027
23/08/2022	68. Sarita Dahal, GESI Specialist	PCGG, Gandaki	KII (online)	0	1	1	MS006
23/08/2022	69. Devi Sharma, GESI Focal Person, MoSD, Gandaki	MoSD, Gandaki	KII (online)	0	1	1	MS007
C	Local Level						
C.1	Karnali Province (Local Level)						
2/8/2022	70. Chitra Pyakurel (VET) 71. Bhabisara Khatri (AGRI)	Narayan Municipality – Dailekh- VET and	KII	1	1	2	HD004

Date	People Consulted in TPM ¹⁴	Affiliation	Activity ¹⁵	M	F	Total	Ref
		AGRI technicians (IPF team)					
2/8/2022	72. Khadga Bahadur Malla 73. Jaya B Malla 74. Tej B Malla 75. Kusuma Malla 76. Man Kumari Sinjali 77. Padam Kumari Sinjali 78. Bhavana Singh 79. Balesara Shahi 80. Nanda Malla 81. Sunita Sinjali Magar 82. Laxmi Bogati 83. Tek Malla	Bhirmaura Vegetables and Seed Production Farmers Group, Narayan Municipality; Dailekh	FGD	4	8	12	HD005
2/8/2022	84. Loman Sharma- Mayor 85. Tapta Thapa- Deputy Mayor	Narayan Municipality; Dailekh	KSI	1	1	2	HD006
14/08/2022	86. Goma KC, GESI FP	Narayan Nagar Palika, Dailekh, Karnali	KII	0	1	1	MS009
2/8/2022	87. Lal Bahadur Subedi	Admin Officer / IPF Focal, Panchpuri Municipality	KII	1	0	1	HD007
3/8/2022	88. Laxmi Kanta Sanyal (technician)	Rafting infrastructure technician, Tikhakuna, Jamu Panchpuri Municipality	KII	1	0	1	HD008
3/8/2022	89. Dambar Bahadur Shahi	Rafting Infrastructure User committee, Tikhakuna, Jamu (Panchpuri Mun)	KII	1	0	1	HD009
3/8/2022	90. Lalbir Bhandari, Mayor	Panchpuri Municipality	KSI	1	0	1	HD010
3/8/2022	91. Pabitra Gautam (Women. Officer) 92. Narendra Bhandari (Infrastructure) 93. Tulasi BK (Education) 94. Lal B Subedi (Admin) 95. Ganesh Adhikari (Planning)	Panchpuri Municipality, Civil service personnel	FGD	3	2	5	HD011
14/08/2022	96. Pabitra Gautam, GESI FP	Panchpuri Municipality Surkhet, Karnali	KII	0	1	1	MS010
C.2	Lumbini Province (Local Level)						
15/8/2022	97. Ram Chandra Chaudhari	Mayadevi Rural Municipality, Kapilbastu	KII	1	0	1	HD017

Date	People Consulted in TPM ¹⁴	Affiliation	Activity ¹⁵	M	F	Total	Ref
15/8/2022	98. Radhavendra Pandey	Ward Chairperson – IPF, Mayadevi RMun	KII	1	0	1	HD018
15/8/2022	99. Anita Kori- Chair 100.Gauli Kori 101.Chandra Prakash Lodh 102.Ramachal Kori 103.Ram Binod Kori	IPF User Committee (Dalits); Mayadevi Rural Municipality, Kapilbastu	FGD	3	2	5	HD019
15/8/2022	104.Giriraj Gautam – Acc officer 105.Ram Chandra Chaudhari – IT officer	Mayadevi Rural Municipality, Kapilbastu	KSI	2	0	2	HD020
15/8/2022	106.Sudip Pokharel 107.Madhav Pokharel 108.Ramesh Basyal	Tilottama Municipality Office, Rupandehi	KSI	3	0	3	HD021
16/8/2022	109.Samjhana Bhandari- Women Development Officer 110.Sabitra Bhandari – Social Security	Tilottama Municipality Office	KSI	0	2	2	HD022
16/8/2022	111.Pashupati Khanal – Planning 112.Sita Bhandari – Planning (Officer)	Tilottama Municipality Office	KSI	1	1	2	HD023
16/8/2022	113.Surendra Shree (Municipal Executive Committee Member)	Tilottama Municipality Office	KSI	1	0	1	HD024
C.3	Gandaki Province (Local Level)						
17/8/2022	114.Manoj Paudel – Ward Chair 115.Bal Kumari Ale – Ward Member 116.Bhavani Shankar Pokharel- Admin 117.Tara Chandra Dhakal- IPF 118.Arun Pokharel 119.Mukta Gurung – IPF/IT 120.Bhojraj Dhakal – Accounts 121.Baburam Baral – Education 122.Thagi Kumari Khanal – Women & Children 123.Dhan Prasad Koirala - DRR	Putalibazaar Municipality, Syangja	KSI	8	2	10	HD025
18/8/2022	124.Dr Raju Paudel – Senior Engineer 125.Bishal Pandit – IT/IPF 126.Hemant Gurung – Accounts 127.Bimal Gurung – Section Officer 128.Bheshraj Tiwari	Byas Municipality, Tanahu	KSI	5	0	5	HD028

Annex 4. Timeline of Activities for the TPM

1. Timeline of Activities Leading to the 2nd TPM Report

Date	Activity	Remarks
24/12/2022	Submission of inception report for the second round	
06/01/2023	The presentation of Inception Report at PLGSP	
12/01/2023	Consultation with Baburam Shrestha, PFM specialist at PCU Consultation with Ian Macdougall, PCU	
13/01/2023	Submission of final inception report, for the second round of TPM	
17/1/2023	PPIU Hetauda/Bagmati Consultation	
18/1/2023	Hariharpur Gadhi RMun, Sindhuli, Bagmati a. Rural Municipality Consultations b. IPF spotcheck / consultations	
18/1/2023	Marin Rural Municipality (Bagmati) - IPF spot-check / consultations	
19/1/2023	Gaighat Municipality, Udaypur, Koshi Province a. Municipality consultations b. IPF spot-check / consultations (two projects)	
19/1/2023	Gaighat Municipality consultations with - Mayor - Deputy Mayor - Planning Officer - Account Officer - Internal Auditor	BB
20/1/2023	Madhesh PPIU team consultation, Janakpurdham Madhesh PRTA team consultation, Janakpurdham Madhesh interview with PPD in Madhesh, Janakpurdham	
20/1/2023	Consultations in Madhesh, Janakpur, with - Undersecretary, Ministry of Finance, - Section Officer, Provincial Planning and Niti Aayog - PTCO	BB
21/1/2023	Koshi PRTA TA Team Leader consultation (In Itahari)	
22/1/2023	Koshi PRTA visit; PRTA team consultation; Observation of PRTA facilities and consultation with ED	
23/1/2023	Consultation – FCGO – SuTRA Head, Kathmandu	BB
23/1/2023	Koshi PPIU TA team consultation Koshi PPIU/OCMCM PPD and PPM consultations, Biratnagar	
23/1/2023	Consultation with PTCO Head, Biratnagar	
23/1/2023	LG consultation and IPF project spot-check at Harinagar RMun, Sunsari	
24/1/2023	Chandrapur Rural Municipality consultation, Rautahat, Madhesh Spotcheck and consultations on two IPF projects in Chandrapur	
24/1/2023	Initial consultation with IPF team in Parvanipur RMun, Bara, Madhesh Consultation with the Chair, in Parvanipur RMun, Bara, Madhesh	
25/1/2023	Consultation with the CAO, in Parvanipur RMun, Bara, Madhesh Spotcheck / participant observation of ongoing training events in Parvanipur RMun, Bara, Madhesh	
29/01/2023	Consultation – Sudurpaschim Province – PPD and PPM Consultation – PPIU TA team, Sudurpaschim Province	
29/01/2023	Consultation – Laljhadi RMun Chair, CAO (Kanchanpur), Sudurpaschim Province	
29/01/2023	Spot-check and consultation, IPF project, Laljhadi RMun	

30/01/2023	Consultation – Tikapur Municipality (Kailali), Sudurpaschim	
30/01/2023	Spotcheck / consultation – IPF project, Tikapur, Sudurpaschim	
03/02/2023	Consultation meeting at PCGG TA team, Bagmati, Jawalakhel	
03/02/2023	Consultation meeting with FCGO, internal audit head	BB
10/02/2023	Consultation with OAG – Deputy Auditor General	BB
06/04/2023	Telephone consultation and email response on ASIP with Sudurpaschim PCGG TA lead – Ram Singh Thagunna	
07/04/2023	Consultation meetings at PCU with - NPM Bhupendra Sapkota - Nagesh Badu and Kirti Thapa	
16/4/2023	Consultation on budget burn-rate (telephone and email) for - Gandaki PCGG - Karnali PCGG	

2. Timeline of Activities Leading to the 1st TPM Report

Date	Activity	Remarks
22/6/2022	Provisional notification of TPM contract award to Prakriti Pragya Nepal, by UNDP procurement team	
23/6/2022	Pre-contract meeting between UNDP, PLGSP and Prakriti Pragya Nepal	
27/6/2022	TPM contract signed: Prakriti Pragya Nepal. Counter-signed	
29/9/2022	Kick-off meeting between UNDP, PLGSP and Prakriti Pragya Nepal	
Jul-Sep/22	Desk review / PLGSP outputs review and verification: ASIP, PASIP, progress reports, monitoring information and all products and programme's documents for reference	Continuous
7/7/2022	Inception report (draft) submitted to PLGSP	
20/7/2022	Comments and inputs on the inception report draft	
22/7/2022	Revised inception report submitted to PLGSP	
26/7/2022	Inception Meeting – the presentation of Inception Report between PLGSP, UNDP, and Development Partners	
1-3/8/2022	<ul style="list-style-type: none"> Visit to Karnali province and consultations. IPF Spot-check and consultations Narayan Municipality (Dailekh district) and Panchpuri Municipality (Surkhet district) 	HD & MLS
14-16/8/2022	<ul style="list-style-type: none"> Visit to Lumbini Province and consultations. IPF Spot-check and consultations at Mayadevi Municipality (Kapilbastu district) and Tilottama Municipality (Rupandehi district) 	HD & BB
17-19/8/2022	<ul style="list-style-type: none"> Visit to Gandaki Province and consultations. IPF Spot-check and consultations at Putalibazaar Municipality (Syangja district) and Byas Municipality (Tanahu district) 	
Various dates	<ul style="list-style-type: none"> Consultations (in-person/online) with federal and/or Kathmandu-based stakeholders Online consultation with provincial / local stakeholders 	
30/8/2022	UNDP Consultation (as well as Debriefing)	
14/8/2022	Brief debriefing to National Programme Manager	
15/8/2022	Draft TPM Report (First Round) submission	

Annex 5. PLGSP Progress, FY 2022/23 (2nd Report)

This Annex consists of two tables:

Table A PCU Progress

Table B Progress in PPIUs and PCGGs

TABLE A. PCU Progress (FY 2022/23)

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		1. PCU, Kathmandu				
O1: PCU	O1	Output 1: Federal Level institution develop legislation and policies to support provincial and local governments in a consultative manner.				
1 (PCU)		Formulate model laws for provincial and local governments	1			NPM- “Some activities deemed not required in view of previous years’ work”
2 (PCU)	1.2	Review existing laws of LGs and provide the amended draft law to LGs	10	0	Work initiated by consultant; Work Order to be dispatched	
O2: PCU	O2	Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process.				
3 (PCU)	2.1	Organize workshop to share findings of LISA assessment and update LISA guidelines and systems	1	0	ToR Developed	To be aligned with best practice sharing workshop
4 (PCU)	2.5	Prepare /update short- and medium-term training modules for LDTA/NAGG and PCGGs	10	0	Progress update from consultant by 2/3 April	Work initiated by consultant

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23))	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
7 (PCU)	2.14	Develop/improve model guidelines / policy on health, agriculture, drinking water system, protection from disaster, MIS etc. for PLGs (on request)	5	0	Proposal received from consultants, are being evaluated	Proposal evaluation stage
8 (PCU)	2.25	Prepare master/business plan for NAGG/FATA/LDTA	1	0	Not initiated because the preparation of act for re-structuring is under process.	Dropped
9 (PCU)	2.27	Conduct TOT on different thematic areas (Internal control system (ICS), MTEF, Management Audit etc.) for Local governments	3	0	MTOT for periodic plan is completed;	
11 (PCU)	2.31	Organize ToT to DCC officials on DCC monitoring, LISA model, FRA, and other tools	1		ToR Developed	
12 (PCU)	2.33	Assess outcomes and quality of the CD activities implemented by PCGG	1		Work initiated by consultant; Progress update from consultant by 2/3 April	
13 (PCU)	2.34	Provide technical support for the implementation of GESI indicators integrated online portal system	1		Work completed; Completed, Orientation to be planned	
14 (PCU)	2.36	Develop e-learning modules and integrate into the self-paced digital learning platform for PCGG	5		Work initiated by consultant; Progress update by 4th April,	
15 (PCU)	2.37	Conduct an impact study on on-the-job-training conducted by (piloting) LDTA / NASC	1		Work initiated by consultant; update from consultant by 2/3 April	
16 (PCU)	2.39	Continue support to IT section, MoFAGA	1		ToR Developed	
19 (PCU)	2.55	Conduct study on expenditure need of service delivery of LGs	1	0	Notice cancelled as the activity seems to be in jurisdiction of other government agencies	
20 (PCU)	2.58	Organize a workshop to identify areas in the list of concurrent rights and coordinate with sectoral ministries in formulating relevant laws	1		ToR Developed; Consultant to be hired for conducting 2 days event/ documentation.	
21 (PCU)	2.67	Strengthen formula-based grant transfer procedures/system of NNRF to LGs	1		ToR Developed, discussion with NNRF is underway	
22 (PCU)	2.68	Prepare Project bank in local infrastructure to be implemented through the development partners	1		Work initiated by consultant	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
23 (PCU)	2.69	Develop online system for LED assessment at local government	1		Work completed	
24 (PCU)	2.70	Develop and improve systems (Fiduciary Risk Assessment, GESI Audit etc.) for Province Government	3		Work in process of completion;	Completed
O3: PCU	O3	Output 3: Inter government administrative mechanisms strengthened and functional				
25 (PCU)	3.1	Conduct policy analysis to implement decisions of the Inter- Provincial Coordination Council meetings.	1		Under discussion	
26 (PCU)	3.2	Conduct studies on IGR issues of Inter-Provincial Coordination Council and develop strategy.	1		Under discussion	
27 (PCU)	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	6		Regular meetings are being conducted	
28 (PCU)	3.4	Organize best practices sharing workshop at provincial level with officials of province and local governments	7		TOR Developed; Under process	
29 (PCU)	3.6	Organize validation meeting/workshop to assess the quality and provide feedbacks on the system tools/guidelines prepared by PLGSP	5		Regularly conducted, e.g., RIAP; Completed	
O8: PCU	O8	Output 8. Modernized LGs have strong administrative systems and accountable public financial management system				
178 (PCU)	8.1	Strengthen information management system of LGs	1	1	Salary of IT Officers (working in LGs) for 6 months has been transferred; In process	
179 (PCU)	8.2	Rollout SuTRA and PAMS in all LGs	1		Completed	
O12: PCU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
302 (PCU)	12.2	Organize review workshops on IPF Implementation and learning	1		Workshop conducted and feedback have been documented	Completed
O14: PCU	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
470 (PCU)	14.3	Organize workshop on federal issues in coordination with LG Associations	3		Workshop in coordination with NARMIN, has been completed	
489 (PCU)	14.14	Provide support in higher studies programme for staffs working at PLGs/PCGGs	15		Employees from Local/ Provincial/ and Federal Governments are being selected by ministry	

TABLE B. PPIU and PCGG Progress (FY 2022/23)

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		2. PPIU - Koshi				
O4: P1-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
30 (P1-PPIU)	4.1	Formulate/review Acts, regulations, and guidelines of PGs	1	1	"Community Based Tourism Management Policy Formulation". Organized stakeholders' consultation meetings and data collection for study report.	Stakeholder consultation meeting for policy and Act. Done through consultants
39 (P1-PPIU)	4.3	Support to formulate model laws for LGs	2	2	Completed drafting of two model laws for LGs; Under financial settlement process	Done through consultants; two laws drafted need identification in LGs.
44 (P1-PPIU)	4.9	Support Provincial Agencies (PG ministries) in drafting laws in consultation of Federal Government in the areas of concurrent right	1	1	Land Management (Utilization, development, and regularization) Act formulation is completed; Under financial settlement process	Focuses on concurrent rights.
O5: P1-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
46 (P1-PPIU)	5.1	Prepare (finalize and publish) province GESI Guideline	1		Preparing to forward for cabinet approval from MoSD	GESI guideline drafted last year; editing / proof reading was due
51 (P1-PPIU)	5.4	Organize meeting for Provincial Coordination Committee of PLGSP	3		Prepared all documents and waited for eight members nomination from Chief Minister Office.	Delayed due to the change of government leadership; nomination for eight-member PLGSP PCC still due; Under process.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
60 (P1-PPIU)	5.8	Conduct Public hearing of the major/mega Provincial Projects at local level	3	2	Completed two events of Public Hearing	Started with the identification of projects
61 (P1-PPIU)	5.8	Orientation on Public Accountability Guideline to PG staffs, publications.	1	1	Event completed	First guideline was approved; then event completed
66 (P1-PPIU)	5.13	Conduct GESI Audit of provincial ministries	7		Standing list sorting is ongoing	Under process, it requires the preparation of guidelines; selection of ministries, consultant contracting.
72 (P1-PPIU)	5.14	Organize meeting to review PLGSP's progress with Development Partners	1		Prepared all the required docs; waited for chief minister's time confirmation	Under process
78 (P1-PPIU)	5.15	Conduct capacity development training to GESI Focal Persons	2	1	One event completed. Another is under consultation for date confirmation	One two-day training completed; another under process
79 (P1-PPIU)	5.16	Prepare GESI Audit Guideline for PG	1		Under the process of guideline revision for finalization	Procurement completed
88 (P1-PPIU)	5.29	Organize workshop on inner coordination with Sectoral committees of Provincial Assembly	1		Consultation with Province Assembly Secretariate is completed and drafted workshop schedule. WS Will be organized after formation of sectoral committee at Province Assembly.	Requires the formation of Sectoral Committee
91 (P1-PPIU)	5.36	Workshop on Innovation Based Provincial Prosperity	1		Consultation with Province Planning Commission is ongoing;	To be organized after PPC Member nomination.
O6: P1-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
94 (P1-PPIU)	6.1	Support Provincial Agencies (PPSC) in development of IT based result assessment operation system	1	1	completed	Scanner machine and software installed
105 (P1-PPIU)	6.11	Establishment and operation of Office Automation System in PG ministries	6	6	completed	Whole system automation was envisioned; module on registration is operational at present.
107 (P1-PPIU)	6.15	Strengthen internal control system of PGs (Conduct orientation programme on ICS to PG staffs)	1		Developed required documents and planned for April	Carried forward from last year; needs guideline from federal level for procedures
116 (P1-PPIU)	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1		Waited for FRA portal from PCU to organize orientation	PCU expected to develop FRA portal; orientation after that.
124 (P1-PPIU)	6.29	Organize inter province learning and sharing visit for provincial officials	1		Prepared all the required docs waited for time conformation	Madhesh and Lumbini provinces considered.
133 (P1-PPIU)	6.36	Prepare Management Audit Guideline for PG	1		Prepared all the required docs and formation of task group is under process.	Concept note prepared
140 (P1-PPIU)	6.39	Conduct capacity development training on PIS to provincial staffs	1	1	Completed	
O12: P1-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
295 (P1-PPIU)	12.1	Conduct orientation on IPF to LGs and PG Staffs	3	1	One event completed. A second event will be organized on 6th April 2023 at Biratnagar.	Review of IPF projects
303 (P1-PPIU)	12.3	Implement IPF schemes in LGs	1		All are under implementation	10 projects under implementation – 50% fund released / Fiduciary risks noted.
310 (P1-PPIU)	12.4	Conduct monitoring of IPF project implementation at LGs	14	12	Completed monitoring in 12 IPF projects and rest two will be organized within April 2023.	Continuous- from Governance Reform Section, OCMCM

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
314 (P1-PPIU)	12.5	Knowledge Management in IPF (Prepare and publish IPF learning booklet)	1		Will be organized one event of orientation to LGs for success case writing in May 2023.	Needs early start
15 & 16: P1-PPIU		Operational & machinery & Equipment				
492 (P1-PPIU)	15.1	Operation Cost of PPIU	1	0.5	ongoing	
506 (P1-PPIU)	16.1	Machinery and Equipment	1	0.75	ongoing	Bikes, laptops
3. PCGG - Koshi						
O7 (P1-PCGG)	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
141 (P1-PCGG)	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	1			Hostel and guest house maintained; due: meeting hall, office refurbishment; advertisement (EGP)
145 (P1-PCGG)	7.2	Construct new physical infrastructure for PCGG (training & administration building of PCGG/ Provincial Training Center)	1	1		DPR and master plan of building completed; estimated cost NPR 65 million / Planned EGP
159 (P1-PCGG)	7.6	Organize coordination meeting with CD stakeholders	1			Not done. Confusion on ASIP narrative – whether to invite government only or include non-government actors.
161 (P1-PCGG)	7.7	Organize cross-sharing and learning visits for PCGG officials	1			Concept note prepared.
166 (P1-PCGG)	7.8	Prepare CD materials for PCGG	1			Not done. Takes some time.
170 (P1-PCGG)	7.10	Prepare financial and staff mobilization guideline of PCGG	1	1		Not done. Requires PRTA Rules first.
O8: (P1-PCGG)	O8	Output 8: Modernized LGs have strong administrative systems and				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		accountable public financial management system				
180 (P1-PCGG)	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGs	35	35		Demand collection and LG selection completed. RFP Proposal evaluation stage
186 (P1-PCGG)	8.4	Prepare Capacity Development Plan of LGs	35	35		Demand collection and LG selection completed. RFP Proposal evaluation stage
193 (P1-PCGG)	8.5	Prepare Periodic Plan of LGs	15	14		Demand collection and LG selection completed. Agreement with Palikas carried out for the plan.
201 (P1-PCGG)	8.7	Conduct orientation on MTEF to newly elected representatives and officials	137			Concept note prepared; planned for Magh
207 (P1-PCGG)	8.8	Organize refresher/follow-up training for the implementation of LISA	137	14	Orientation events; 385 participants	Orientation – one day LISA; one day FRA
214 (P1-PCGG)	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	10			ToT last year; LG selection completed (mostly to be done by ex Govt staff as RPs)
219 (P1-PCGG)	8.11	Implement Fiduciary Risk Reduction Action Plan (FRRAP) in LGs (orientation and assessment)	137	13	Orientation events; 375 participants	Orientation – one day LISA; one day FRA
O9 (P1-PCGG)	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
227 (P1-PCGG)	9.1	Support LGs to implement downward accountability tools and mechanism (public hearing, social audit)	45			LGs have less interest in this (public/ social audit, public hearing). It can happen if LGs are provided with funds plus facilitator, but not by PCGG. [seems a design problem]
234 (P1-PCGG)	9.2	Organize workshop to strengthen vertical cooperation (organize	2			Process not started. Will do soon.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		workshop among PG and LGs to explore common priorities in various sectors contributing for vertical cooperation agreement)				
238 (P1-PCGG)	9.3	Support to prepare guideline for strengthen horizontal cooperation	1			Process not started. Will do soon.
239 (P1-PCGG)	9.3	Support LGs to strengthen horizontal cooperation (good practices sharing workshop between LGs)	2			Process not started. Will do soon with NARMIN/MuAN.
O10: (P1-PCGG)	O10	Output 10: LG systems mainstream GESI in their service delivery				
244 (P1-PCGG)	10.1	Prepare and/or adapt GESI mainstreaming strategy prepared by MoFAGA and get endorsed by LGs	35			ToT conducted last year; LG selection completed; mobilization is due.
256 (P1-PCGG)	10.4	Conduct orientation on Gender Responsive Budgeting (GRB) for LGs	3	3		Process started.
263 (P1-PCGG)	10.5	Conduct orientation to localize on code of conduct to control sexual harassment for LGs	15			ToT to 26 participants; mobilization to 14 districts due.
267 (P1-PCGG)	10.7	Conduct capacity building training on GESI (Conduct Orientation on Children, Senior Citizens and Disabled friendly governance)	14			ToT ongoing – 32 participants. Immediate mobilization planned.
282 (P1-PCGG)	10.13	GESI audit follow up/review workshop	3			GESI audit of all 137 LGs completed last year. Follow-up/review concept note prepared. Mobilization under process.
284 (P1-PCGG)	10.14	Conduct orientation on GESI mainstreaming to LGs' GESI Focal person	2	2		3 orientation events (one with UNWomen) for all 137 LGs focal persons conducted.
O11: P1-PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
288 (P1-PCGG)	11.3	Conduct orientation on grievances handling system to PG	2			Grievance system is developed, but orientation not carried out due to lack of framework or standard operating procedure (SOP)
O13: (P1-PCGG)	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
317 (P1-PCGG)	13.1	Conduct capacity building training on various thematic areas based on demand (Demand based capacity development program)	15	3		Concept note and curricula developed; 3 demand-based training completed
318 (P1-PCGG)	13.1	Conduct capacity building training on good governance and knowledge management for PCGG staffs	2			Will be conducted, but problems due to high government staff turnover; O&M drafted but the ED revising it (and not approved)
319 (P1-PCGG)	13.1	Conduct capacity building training on motivational and behavioral changes for PG level officials and entities.	1	1		Concept note prepared. [Subsequently completed]
357 (P1-PCGG)	13.2	Conduct orientation on localization of code of conduct to control sexual harassment for PG	1			Not started. Will be initiated later.
358 (P1-PCGG)	13.2	Conduct orientation on GESI/ GESI mainstreaming/GRB to newly elected Assembly members who are represented by Women, Dalit, Janajati, and back word group.	1			Not started. Will be initiated later.
359 (P1-PCGG)	13.2	Conduct orientation on GESI responsive budgeting and planning; monitoring and policy making for Provincial Assembly Members	3			Not started. Will be initiated later.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
364 (P1-PCGG)	13.4	Conduct pre-service training to newly appointed PG staff (induction/ service entry training)	1			Will be conducted after the recommendation for appointment of civil service staff
O14: (P1-PCGG)	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
386 (P1-PCGG)	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	2		Completed- Report available
387 (P1-PCGG)	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			On plan. Requires time confirmation from the Department of National ID and Civil Registration (DoNIDCR) officials
388 (P1-PCGG)	14.1	Conduct capacity building training on planning, budgeting and result based monitoring.	2	2		Completed
389 (P1-PCGG)	14.1	Conduct capacity building training on the service delivery system to ward committee members of LGs	10	1		Training content under discussion. On plan
390 (P1-PCGG)	14.1	Conduct capacity building training on Information & Communication Technology to IT officers	2			Not started
391 (P1-PCGG)	14.1	Conduct capacity building training based on findings of LISA and CD plan along with other contemporary demands for representatives and staff of LGs,	25	10		Continuous. On plan
464 (P1-PCGG)	14.2	Conduct orientation on development and localization of sustainable development indicator at local level	5			LG selection completed. Consultant mobilization due.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
473 (P1-PCGG)	14.4	Conduct pre-service training to newly recruited LGs staffs.	5	1		Completed for 39 newly recruited staff. Further training to be conducted according as new recruitment (recommendation from Provincial PSC)
485 (P1-PCGG)	14.10	Conduct orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act for newly elected representatives of LGs	15	15		Completed
15 & 16. P1-PCGG	15, 16	Operational, and Machinery & Equipment				
497 (P1-PCGG)	15.2	Operation Cost for PCGG	1			Ongoing
511 (P1-PCGG)	16.2	Machinery and equipment cost for PCGG	1			Ongoing
4. PPIU – Madhesh Province						
O4: (P2-PPIU)	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
31 (P2-PPIU)	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	5		Three submitted: Province Economic and Financial Accountability Act; Local Services Act; Some Province Acts Amendment Act Two ongoing work: Province Natural Resource Act; Provincial Research and Training Act.
O5(P2-PPIU)	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
48 (P2-PPIU)	5.3	Provide strengthening support to the Secretariat of Provincial Coordination Council	1	1		Not happened until Jan 20 2023
52 (P2-PPIU)	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	4	3		Until Jan 20 2023, two meetings – DPs and provincial secretaries; and endorsement of 4 IPF projects and programme sharing
62 (P2-PPIU)	5.8	Conduct public hearing of PG projects	2			Projects yet to be identified; TOR for consultants prepared, but hiring is due; discussion held with new PPD—under planning.
67 (P2-PPIU)	5.13	Conduct GESI Audit of PG ministries	4		PPIU is drafting Provincial GESI Audit Guideline	“PCU has model GESI audit guideline”, but is “not updated”
75 (P2-PPIU)	5.15	Conduct interaction workshop on GESI/ GRB for GESI focal persons of PGs	1			Planned for Falgun; technical preparation in process. (there are GESI focal persons in 11 ministries)
O6(P2-PPIU)	O6	Output 6: PGs manage provincial public administration functions more effectively.				
108 (P2-PPIU)	6.15	Organize orientation workshop to provincial officials on the provincial internal control system of PG	1			ICS book binding completed; orientation planned
115 (P2-PPIU)	6.20	Prepare E-Governance Master Plan of PG	1	1		Developed new TOR by engaging principal secretary, secretaries, PPD and PPM; RFP floated; 4 out of listed 14 firms submitted; Lol issued. To be completed by May.
O12 (P2-PPIU)	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
296 (P2-PPIU)	12.1	Conduct orientation on IPF to PG and LGs' stakeholders	5	11	Completed	Conducted on-day orientation sessions to 136 palika*5 pax –

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						Mayor, Deputy, CAO and others. Concept notes – 24 Short-listed : 7 Awarded: 4
304 (P2-PPIU)	12.3	Implement IPF schemes in LGs	1	7		Awaiting award of the projects (in Jan 23) through decision of PCC (PCC has 19 people)
311 (P2-PPIU)	12.4	Conduct monitoring of IPF project implementation at LGs	10		Ongoing	
O15& 16: (P2-PPIU)	O15, O16	O15. Operational, & O16. Machinery & Equipment				
493 (P2-PPIU)	15.1	Operation Cost for PPIU	1			Ongoing
507 (P2-PPIU)	16.1	Machinery and equipment cost for PPIU	1			Ongoing
		5. PGGG – Madhesh Province				
O7 (P2-PCGG)	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
146 (P2-PCGG)	7.2	Construct new physical infrastructure for PRTC	1			A DPR for the maintenance of PRTC residence building, gate, parking and boundary wall was planned last year. However, the DPR has not been made available to PRTC. But boundary wall does not need DPR and may go forward.
152 (P2-PCGG)	7.4	Prepare a long-term strategic/ business plan of PRTC	1			Consultant TOR is prepared by TA team and submitted. But process is taking time.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
155 (P2-PCGG)	7.5	Organize capacity building training for PRTC's and OCMCM officer level staffs on General facilitation ToT	1			Commissioned to Nepal Administrative Staff College, dates fixed for Magh 23-27; session plan is being prepared by NASC.
160 (P2-PCGG)	7.6	Organize coordination meeting with CD stakeholders	2			One in near future.
162 (P2-PCGG)	7.7	Organize cross sharing and learning visit for PCGG officials	1			Planned to visit Karnali and Sudurpaschim (Baisakh-Jestha)
173 (P2-PCGG)	7.14	Establish resource center at PCGG (establish and operationalize Provincial Resource Centre/ Library)	1			Some work done last year, but its model (e.g. on aspects such as steel rack, book purchase, e-library, sitting area etc) not clear to PRTA team
175 (P2-PCGG)	7.15	Prepare DPR of PRTC	1			Confusion in PRTC. It's believed that OCMCM paid for DPR last year, but the file was taken over by CIAA for review/investigation. PRTC has posed a query to OCMCM but response not received.
O8 (P2-PCGG)	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
181 (P2-PCGG)	8.3	Prepare Revenue Improvement Action Plan (RIAP) of LGS	54	44		Initial confusion about the procurement of services. A team from PPMO visited for that purpose. TOR was completed, procurement was under process.
187 (P2-PCGG)	8.4	Prepare Capacity Development Plan of LGs	41	27		Initial confusion about the procurement of services. TOR was completed, procurement was under process.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
194 (P2-PCGG)	8.5	Prepare Periodic Plan of LGs	14			Initial confusion about the procurement of services. TOR was completed, procurement was under process. Because of delay, challenging to complete in FY and to assure quality.
202 (P2-PCGG)	8.7	Conduct orientation on MTEF to newly elected representatives and officials	136			Planned for Chaitra; MTEF to be prepared by Asar
208 (P2-PCGG)	8.8	Organize refresher/follow-up training for the implementation of LISA	136	136 LGs	136 LGs in eight events at district level	Funds from Heading 8.11 used. LISA and FRA refreshers mixed together.
215 (P2-PCGG)	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	40			Involves orientation to staff and representatives on MoFAGA framework/manual; and providing ICS to Palikas. For procurement, TOR is prepared, RFP issued and process moved forward.
220 (P2-PCGG)	8.11	Organize refresher/follow-up training to the elected representatives and staffs of LGs on implementation of FRA	136	136	136 LGs in eight events at district level	Eight orientations – 4 persons from each Palika ref FRA manual (LISA–8.8—also included)
09 (P2-PCGG)	09	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
235 (P2-PCGG)	9.2	Organize workshop for PG and LGs' representatives to explore priorities in various sectors contributing to SDGs for vertical cooperation agreement among PG and LGs	2			Under plan. Near future.
240 (P2-PCGG)	9.3	Organize Inter-LG Workshop on Collaborative Leadership and Dialogue	2			Under plan. Near future.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		to explore common priorities for horizontal Cooperation agreement				
O10: (P2-PCGG)	O10	Output 10: LG systems mainstream GESI in their service delivery				
245 (P2-PCGG)	10.1	Support LGs to contextualize and/or adapt GESI mainstreaming strategy prepared by MoFAGA and get endorsed by LGs	88	47		24 completed last year; This year, ToR prepared; discussions held; under process
249 (P2-PCGG)	10.2	Conduct GESI Audit in LGs	68	68		Proposal prepared; content ready; under process
257 (P2-PCGG)	10.4	Conduct capacity building ToT on Gender Responsive Budgeting (GRB) for Local Resource Persons (LRPs)	1	1		Proposal ready; plan to train 32 people.
258 (P2-PCGG)	10.4	Conduct orientation on Gender Responsive Budgeting (GRB) for LGs	86	65		Completed in some districts – Mayor, Deputy, CAO, GESI focal person. At the time of consultation – Jan 20, there was no “tippani wala” staff in the PRTA, accordingly many files did not move forward. PRTA team “we are ready to run, but no whistle is blown.”
272 (P2-PCGG)	10.9	Celebrate national /international days (Celebrate various National/ International days i.e., international women’s day, 16th day of activism against VAW, International Day of Girls child, menstruation day etc.)	4	2		Violence against Women (VAW) – two held in schools.
274 (P2-PCGG)	10.10	Conduct capacity building training on their roles and responsibilities to ensure GESI in local level planning to LG's GESI Focal persons	2			To be planned further.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O11(P2-PCGG)	O11	Output 11: LG systems enable citizen engagement and inclusive participation				
294 (P2-PCGG)	11.7	Organize workshop on Multi-stakeholders' Dialogue on citizen engagement in the local development process in coordination with NARMIN and MuAN at provincial level	3			Dialogue event. Under planning.
320 (P2-PCGG)	13.1	Conduct capacity building training on Federalism and constitutional provisions, parliamentary process, legislations, policies of the provincial government to Member of provincial assembly	3			Was planned for Magh 9-11, but procurement did not move forward.
O13 (P2-PCGG)	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
321 (P2-PCGG)	13.1	Conduct capacity building training on Quality Control, public procurement (EGP) and organization management to PG's engineers	1			On plan.
322 (P2-PCGG)	13.1	Conduct capacity building training to district-based staffs of PGs on Public procurement and planning aligned with LG/PG	2			TBD
323 (P2-PCGG)	13.1	Conduct capacity building training on relevant thematic areas to the representatives and staffs of provincial level Commissions, Committees (including Dalit Dev. Comm.) Institutions, Authorities etc.	2			NA (in original ASIP PDF file)
324 (P2-PCGG)	13.1	Conduct capacity building training to PG's representatives and staffs on	1	1		According to demand

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		contemporary subjects as per the demand of PG				
362 (P2-PCGG)	13.3	Organize workshop on Collaborative Leadership and Dialogue (CLD) for elected representative and senior bureaucrats at PG level (related to federalism implementation)	2			Proposal prepared. Date not fixed.
365 (P2-PCGG)	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	2			Envisioned for a week-long training for staff recommended from Provincial Public Service Commission. Date not clear.
369 (P2-PCGG)	13.5	Conduct in-service training for Provincial Staff	4	2		Two completed. Officers and non-officers.
O14 (P2-PCGG)	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
392 (P2-PCGG)	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	3		One ongoing. Will continue for the second and third.
393 (P2-PCGG)	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			On plan for Ward Secretary. Proposal is ready.
394 (P2-PCGG)	14.1	Conduct capacity building training on Quality Control, public procurement (EGP) and organization management to LG's engineers	3			Training on electronic government procurement (EGP) on queue. Will happen.
395 (P2-PCGG)	14.1	Conduct capacity building training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for Local Resource Persons	1			ToT for elected representatives – one planned. But MoFAGA carried out and no further need.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
396 P2-PCGG	14.1	Conduct capacity building training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for newly elected representatives of LGs	32	28		Planned 8 districts*4=32. 16 completed, and Ongoing.
397 P2-PCGG	14.1	Conduct Capacity Building Training on demand-base to Local Level	2			Conditional on demand.
398 P2-PCGG	14.1	Conduct capacity building training on findings of LISA and CD plan along with other contemporary demand for representatives and staffs of LGs	1			TBD. LISA and CD Plan (on high demand)
399 P2-PCGG	14.1	Conduct capacity building training on public procurement and financial management for procurement unit members of LGs	8			High demand on procurement training. On plan.
400 P2-PCGG	14.1	Conduct capacity building training on building code to newly recruited Engineers of LGs	2	1		One of two completed (Parsa & Bara). Second to be done.
401 P2-PCGG	14.1	Conduct capacity building training on effective operationalization of Judicial works, planning & Monitoring and Revenue Projection to judicial committee members	6			Proposal prepared. Under process.
402 P2-PCGG	14.1	Conduct capacity building training on transformative leadership and planning for elected women representatives from Dalit, ethnic priority groups and others	4			Proposal prepared. Under process.
403 P2-PCGG	14.1	Conduct capacity building training on e-Governance to ITOs of LGs	2			Proposal prepared. Under process.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
404 P2-PCGG	14.1	Conduct capacity building training on SDG localization for elected representatives and LGs staffs	8			Proposal prepared. Under process.
405 P2-PCGG	14.1	Conduct capacity building training on service delivery (Social security, Vital Registration, Planning Process, and citizen engagement) forward secretaries and ward chairperson of LGs	20			Proposal prepared. Under process. High Demand.
471 P2-PCGG	14.3	Organize Workshop on Appreciative planning and Action (APA) for elected representatives and staffs of LGs to facilitate planning and budgeting on time	4			Planned for six LGs in these districts – Dhanusha 3, Saptari 1, Rautahat 1, plus one more, as they were unable to agree on plan and budget for their LGs (leading to government closure). But process has not moved forward significantly.
474 P2-PCGG	14.4	Conduct pre-service training (service entry training) for newly recruited LGs staffs (Officer level 4th, 5th, and 6th)	2			Conditional upon the recommendation of Provincial Public Service Commission
479 P2-PCGG	14.5	Conduct in-service training to LGs staff	2			Planned to conduct on the basis of seniority
484 P2-PCGG	14.6	Prepare CD manuals, curriculum, and training materials through PCGG	2			Not developed- few content prepared.
486 P2-PCGG	14.11	Conduct orientation on environment friendly local governance framework	4			Proposal prepared. Under process.
15 & 16 P2-PCGG	15 & 16	15. Operational & 16. Machinery & Equipment				
498 P2-PCGG	15.2	Operation Cost for PCGG	1			
512 P2-PCGG	16.2	Machinery and equipment cost for PCGG	1			
		6. PPIU - Bagmati				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O4 P3-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
32 P3-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	4		Concept paper prepared; worked on committee “task group” model; taken charge by Law Secretary <ul style="list-style-type: none"> • Study on Cooperative law • GRB Guideline • FRAAP implementation • GESI Guideline
41 P3-PPIU	4.4	Conduct orientation/ interaction programme on law drafting for Province assembly members	1	1		Concept note prepared; will finish by Magh
O5 P3-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
53 P3-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	3		Three completed <ul style="list-style-type: none"> • PLGSP progress briefing • Fund release of last year and IPF progress • Selection of three new IPF projects; fund release recommendation. One more will be needed.
68 P3-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3			It did not succeed last year. This year, TOR for work in three ministries prepared. But Ministry not defined. But it requires GRB guidelines first.
80 P3-PPIU	5.16	Develop and endorsed GRB guideline for PG	1	1		TOR for the work prepared.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O6 P3-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
103 P3-PPIU	6.2	Implementation of e-governance master plan	1			E-GMP is under the process of development; it takes four months. Once the Master Plan is prepared, this will go into implementation.
109 P3-PPIU	6.15	Strengthen internal control system of PGs (Prepare Internal control guideline of ministries and establish IC system as per guideline)	1	1		One-day ICS orientation completed for the implementation of ICS Guidelines
117 P3-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1		FRA Guideline was prepared last year. Orientation to be carried out once PCU prepares online template.
123 P3-PPIU	6.29	Organize in-country experience sharing visit for the PG officials	1			Expected in Magh – visit to Koshi and Madhesh provinces.
126 P3-PPIU	6.30	Organize consultations/ interactions workshop at PG (Organize trimester/semi-annual/annual progress review/ planning meeting including PPD/PPM/ED at PG level)	4	2		Two progress reviews completed.
127 P3-PPIU	6.30	Organize consultations/ interactions workshop at PG (Organize pre-planning meeting for FY 2079/80 with PG ministries)	1			Once relevant directive is received.
132 P3-PPIU	6.34	Workshop on governance strengthening and service delivery system of PG ministries	1			Planned for May/June
135 P3-PPIU	6.38	Review implementation of Periodic Plan, RIAP and CD plan	2			TOR is ready. To be carried out later.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O12 P3-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
297 P3-PPIU	12.1	Conduct orientation on IPF guideline to IPF board members, provincial and LG stakeholders	4	4		For 119 LGs, orientations conducted in four clusters – two in Sept, and two in October
305 P3-PPIU	12.3	Implement IPF schemes in LGs	1	11		8old IPF projects + 3 new = 11. Of 8, seven received full release 8 th and 3 new ones (60% release) New concept notes – 10; Full proposal – 5; Selection – 3; MoU on Push 20 – 60% budget released
15, 16 P3-PPIU	15, 16	15. Operational, 16. Machinery & Equipment				
494 P3-PPIU	15.1	Operation Cost for PPIU	1			-
508 P3-PPIU	16.1	Machinery and equipment cost for PPIU	1			-
		7. PCGG – Bagmati Province				
O7 P3-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
142 P3-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	1			Renovation - Hall, canteen, toilet, park
147 P3-PCGG	7.2	Construct new physical infrastructure for PCGG (Training Hall and hostel)	1			Issue of land ownership for the construction– the land is owned by LDTA and not under PCGG. Confusion around Hetauda or Kathmandu.
153 P3-PCGG	7.4	Develop Business /Strategy plan of PCGG	1			Concept note and TOR in draft phase. TOR under progress. Will finish.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
156 P3-PCGG	7.5	Conduct training on different thematic areas to PCGG staff	2			Not started. May need some modality change, as frequent staff transfer tends to be the issue.
167 P3-PCGG	7.8	Prepare CD training materials for PCGG (training materials & curriculum)	1			Work started; hall identified; procurement of materials to start later
O8. P3-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
188 P3-PCGG	8.4	Prepare Capacity Development Plan of LGs	20			Eol notice issued; 51 EOI responses received and under assessment. The work will be in three clusters.
195 P3-PCGG	8.5	Prepare Periodic Plan of LGs	10			RFP prepared and issued, with Magh 27 as deadline. Then the bids will be assessed, and awards issued.
200 P3-PCGG	8.6	Implementation support for RIAP	20			Demand collection from LGs – total 18 LGs have placed their demand. Experts will be mobilized for RIAP.
203 P3-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	30			Concept note is prepared; Coaching and mentoring methods; targeted participants - 30
209 P3-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA	4	119	FRRAP and LISA orientation programme was jointly conducted at district level.	Remark: “there was some mistake in budget”
221 P3-PCGG	8.11	Support LG for FRRAP	119	119	One day programme for Mayor and CAO. Likewise, two days programme conducted to the ITO, Accountant/officer	Out of 119 LGs, FRA results published for 56 LGs. Training will be conducted in district HQ.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O9. P3-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
228 P3-PCGG	9.1	Support LGs in implementing Social Accountability	50	72 LGs	Programme on two cluster will be conducted soon.	50 LGs were targeted; but because it was not done last year, will cover all 119 palikas. Starting in few days from Kavre, Chitwan.
O10. P3-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
250 P3-PCGG	10.2	Conduct GESI Audit	30		Procurement document prepared yet to be finalized implementation modality.	RFP prepared; RFP call under process. In this around 25% of work involves visit to or work in the Palika level. There will be clustering – 10 palika * 3 clusters = 30 LGs.
255 P3-PCGG	10.3	Conduct Orientation on implementation of GESI Strategy to LGs	3		will be organized from 12 March 2023.	Planned for Mayor/Chair, CAO (not focal person)
259 P3-PCGG	10.4	Conduct GRB analysis/audit of LGs	25		All the documents submitted to the concerned authority.	Concept note prepared; will move ahead
260 P3-PCGG	10.4	Conduct orientation on GRB to elected representatives and staffs of LGs	20		Proposal prepared and forwarded for administration process.	Concept note prepared; Officer assigned.
268 P3-PCGG	10.7	Formulate model policy/orientation on senior citizen, child, and disadvantaged citizens	25			Concept note prepared; Officer assigned; under process.
275 P3-PCGG	10.10	Conduct capacity development training on GESI Activities to GESI Focal Person	4	4		Training completed in four clusters; report available.
279 P3-PCGG	10.11	Conduct MTOT on GESI/GRB/CFLG/inclusion to LGs	1		Proposal prepared and forwarded for administrative process.	Concept note prepared; to be held in Kathmandu
283 P3-PCGG	10.13	Organize Workshop (learning & Sharing) on GESI Audit, GESI Strategy and GRB	10	5		Five workshops, involving ten districts

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
285 P3-PCGG	10.14	Conduct Orientation on CFLG to LG representatives	3		Proposal prepared.	Concept note prepared; under process.
286 P3-PCGG	10.15	Conduct training on LED to Local Level Women Representatives (Inclusive cluster)	5		Proposal prepared.	Budget was confusing to the PCGG team in Lalitpur
O11. P3-PCGG	O11.	Output 11: LG systems enable citizen engagement and inclusive participation				
289 P3-PCGG	11.3	Support LGs on Grievance handling mechanism	1			Planned for April
293 P3-PCGG	11.6	Collect and publish Best Practices of LGs	2			Not started. Considered for June. Media will be mobilized.
O13.	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
325 P3-PCGG	13.1	Conduct training on Procurement for PG staff	1	1 event		Completed. Total 197 participants
326 P3-PCGG	13.1	Conduct motivational, behavioral and stress management training for PG entities	2	2 events		One completed by Jan; another planned.
327 P3-PCGG	13.1	Conduct capacity building training for PG staffs (on demand base)	10			Demand collection was ongoing; PCGG Management Committee will decide.
328 P3-PCGG	13.1	Conduct capacity development training on PAMS for PG entities	1	5 events		Five completed in support of FCGO.
329 P3-PCGG	13.1	Conduct capacity development training on Courtesy and corporate behavior to support staff of PGs	2	1 event		One of two completed; the second to be completed in Falgun
330 P3-PCGG	13.1	Conduct capacity building training (ToT) on Public Service Delivery and good governance	2			Under initial discussion – expected to be outsourced.
360 P3-PCGG	13.2	Conduct orientation on GESI to members of Provincial Assembly	2			Initial discussion only. To be done.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23))	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
370 P3-PCGG	13.5	Conduct in service training for PG staff	2	1 event		Two more events to be planned.
377 P3-PCGG	13.8	Conduct Learning /Exposure Visit for PG	1			To be held in two groups – visit to Koshi Province and Lumbini (Nepalgunj).
O14. P3-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
406 P3-PCGG	14.1	Conduct capacity building training on Risk Sensitive Land Use Plan, MTMP and Building bylaws	3			Initial discussion held. Concept note to be prepared in Falgun.
407 P3-PCGG	14.1	Conduct training on SWM, Heritage Management & Environmental Studies	2	1	Training on heritage management to be planned.	SWM (solid waste management) training conducted
408 P3-PCGG	14.1	Conduct training to LG staff on IEE	2			Completed. 25 Palika staff covered.
409 P3-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	3	2 days training was conducted.	Completed.
410 P3-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			Requires the support of DoNIDCR. Expected in April
411 P3-PCGG	14.1	Conduct capacity development training on judicial committee of LGs	8	7		Seven events completed for 119 palikas – 3 persons from each. Also need training for civil service staff in LGs (for judicial matters).
412 P3-PCGG	14.1	Conduct Capacity Building Training on training on Effective Service Delivery at Ward level to officials and elected representatives	6	1		Training to ward chair and secretary; training will be held in six clusters; will start next week.
413 P3-PCGG	14.1	Conduct Capacity Building Training on training on Public Procurement Management for elected rep and staff of LGs	4	4		Completed

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
414 P3-PCGG	14.1	Conduct capacity development training on basic service delivery to ward committee members	30	20	Kathmandu, Lalitpur and Bhaktapur.	Total 823 ward representatives participated; remaining in Kathmandu, Lalitpur and Bhaktapur. There is problem of budget on this activity – allocation is less than required.
415 P3-PCGG	14.1	Conduct capacity development training on Public Administration and Fiscal Accountability Training to Local Representatives	40		Proposal prepared.	Concept note prepared, budget detailing under process. Plan is to conduct for Mayor, Deputy, Ward Chair. It will involve two-day MTOT, followed by mobilization.
465 P3-PCGG	14.2	Conduct orientation for local level public representatives and staff related to building construction code of conduct, building permit (electronic permit system), and building construction law.	3			Not progressed.
466 P3-PCGG	14.2	Conduct orientation on EFLG, Climate Change and DRRM to LGs	4		Proposal prepared.	-
475 P3-PCGG	14.4	Conduct pre-service training to (induction training) to newly recruited LGs staffs.	13	10	The induction training will be planned for 7 group very soon.	Eight completed; two upcoming
480 P3-PCGG	14.5	Conduct in-service training to LGs staff	3	1	Training to the officer level 6th will be planned.	This training was considered excellent – its curriculum was appreciated by MoFAGA and has been used elsewhere as well. In the past, this training was conducted only by NASC.
487 P3-PCGG	14.11	Conduct orientation on (EFLG) to LGs officials and elected representatives	2			No progress so far; to start in April-May

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
488 P3-PCGG	14.12	Conduct Capacity development training for ITOs for collecting and analyzing socio-economic data	2		Prepared proposal and forwarded for administrative process.	Planned for Falgun
15 & 16 P3-PCGG	15 & 16	Operational and Machinery & equipment				
499 P3-PCGG	15.2	Operational Cost PCGG	1			
513 P3-PCGG	16.2	Machinery & Equipment	1			
8. PPIU – Gandaki Province						
O4. P4-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
33 P4-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PLGs	7	5		
40 P4-PPIU	4.3	Prepare draft law on concurrent rights of province and local levels in consultation with local levels	2	2	2 Acts under drafting process	
45 P4-PPIU	4.9	Enter PG laws in improved Nepal Act APP	1		Due to the PCU entry in LMBIS, the title is different as approved by PCC, and caused problem to complete the activities. Hence, the title is underway to update by MoF (federal).	
O5. 54 P4-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
54 P4-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	2	PC Council meeting is also completed	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
63 P4-PPIU	5.8	Update and execute accountability tools (Public hearing on the service flow of the district offices of the Province Ministries)	6		RfP circulated for consultant hiring	
69 P4-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3	5	GESI Audit is underway in 6 Ministries by consultants	
73 P4-PPIU	5.14	Conduct Coordination Meeting with Development Partners and other stakeholders	2	1		
84 P4-PPIU	5.26	Dissemination of the success practices of PLGSP / Province Government	1		Concept note prepared	
86 P4-PPIU	5.27	Organize workshop between Province Government agencies and Province Assembly Committees on their role and functions	3	1	Cabinet ministers have attended the orientation	
89 P4-PPIU	5.30	Learning exchange/discussion Meeting of Province Government officials (Inter-Province CM meeting, Principal Secretary meeting, Policy Planning Commission meeting)	1			
90 P4-PPIU	5.30	Province Government Planning and Periodic (Annual, Quarterly) Review Meeting	3	1		
92 P4-PPIU	5.36	Organize inter province learning and sharing visit for provincial officials (Learning sharing and Benchmarking practice visit)	1		Concept note and visit indicators finalized	
O6. P4-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
95 P4-PPIU	6.1	Implementation of activities under e-Governance Master Plan to strengthen	1	1	PIS orientation completed; Monitoring software underway to update	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		the information technology systems of Gandaki.				
113 P4-PPIU	6.19	PGs strengthen local governance programme through mobilization of experts (Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)	20	20	Mobilized to field	
118 P4-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1			
134 P4-PPIU	6.37	Organize workshop on issue-based discussion on intergovernmental coordination, cooperation, and interrelationship regarding implementation of federalism	1			
136 P4-PPIU	6.38	Preparation of Gandaki Province profile, including social and economic indicators	1		Underway to completion	
O12.	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
298 P4-PPIU	12.1	Conduct orientation on IPF guideline to IPF board members, provincial and LG stakeholders, LGs elected officials	5	5	Completed	
306 P4-PPIU	12.3	Implement IPF schemes in LGs	1	13	Under execution	
312 P4-PPIU	12.4	Conduct monitoring of IPF project implementation at LGs	1	1	Completed	
15&16. P4-PPIU	15& 16	Operational & Machinery & Equipment				
500 P4-PPIU	15.2	Operation Cost for PCGG	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
514 P4-PPIU	16.2	Machinery and Equipment	1			
		9. GPTA - Gandaki				
O7. P4-PPIU	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
148 P4-PCGG	7.2	Construct new physical infrastructure for PCGG (GPTA)	1		structure of 3 story building completed	
157 P4-PCGG	7.5	Organize capacity building training for PCGG's staffs	1			
168 P4-PCGG	7.8	Prepare Training Modules and SOP	3	1		
171 P4-PCGG	7.12	Update website of GPTA	1			
172 P4-PCGG	7.13	Conduct study on effectiveness of capacity building training delivered by GPTA	1			
177 P4-PCGG	7.17	ISO audit and workshop	1			
O8 P4-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
182 P4-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGs	15	4 LGs		
189 P4-PCGG	8.4	Prepare Capacity Development Plan of LGs	15	4 LGs		
196 P4-PCGG	8.5	Prepare Periodic Plan of LGs	5			
204 P4-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	6	85 LGs		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
210 P4-PCGG	8.8	Organize refresher/follow up training for the Quality Assurance for LISA implementation.	2	85 LGs		
216 P4-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	10			
222 P4-PCGG	8.11	Organize refresher/follow up orientations/ interactions/ Quality Assurance for FRA implementation.	17	78 LGs		
O9. P4-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
229 P4-PCGG	9.1	Support LGs to implement social accountability (downward accountability tools and mechanisms - public hearing, social audit)	24			
230 P4-PCGG	9.1	Support LGs to implement social accountability (conduct interaction/workshop for horizontal accountability with sectoral committees of LGs on their roles and responsibility)	6			
O10. P4-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
246 P4-PCGG	10.1	Prepare GESI mainstreaming strategy of LGs. and get endorsed by LGs	20	2 LGs		
251 P4-PCGG	10.2	Conduct GESI Audit in LGs	20	20 LGs		
261 P4-PCGG	10.4	Conduct orientation on GRB to elected representatives and staffs of LGs	6	6 events		
264 P4-PCGG	10.5	Conduct orientation on implementation of code of conduct on workplace harassment.	4			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
269 P4-PCGG	10.7	Organize capacity building training on GESI to women, Dalit, Child Senior Citizen and Disabled Person (CSCDP) and other disadvantaged groups for LGs	5			
273 P4-PCGG	10.9	Day Celebration	1	2 events		
276 P4-PCGG	10.10	Conduct capacity development training on ToR of GESI focal person of LGs	3	3	orientation events	
280 P4-PCGG	10.11	Conduct capacity development training on GESI friendly legal system and psychosocial support for Judiciary committee's members of LGs	4			
O13. P4-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
331 P4-PCGG	13.1	Conduct capacity development on Public Procurement to PG's staff	4	4 events		
332 P4-PCGG	13.1	Conduct capacity development on data management to health sector staffs of PG	1			
333 P4-PCGG	13.1	Conduct capacity development for drivers of Ministries and PG's offices on safety and security.	1	1 event		
334 P4-PCGG	13.1	Conduct capacity development on hospitality management to support staff of Ministries and offices	1	1 event		
335 P4-PCGG	13.1	Conduct capacity development on DPR to PG's staff	1			
336 P4-PCGG	13.1	Environmental Impact Assessment Training (EIA / IEE) for PG staffs	1	1 event		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
337 P4-PCGG	13.1	Conduct capacity development on computer and networking for computer operators of PG	1			
338 P4-PCGG	13.1	Conduct capacity development on organizational management for office chief / administrative officers of PG's offices in the district.	1			
339 P4-PCGG	13.1	Conduct capacity development on Tender Management Cycle (preparation evaluation and agreement) for PG's staff	1			
340 P4-PCGG	13.1	Conduct capacity development training (refresher) on Monitoring system to PG's staff	1			
341 P4-PCGG	13.1	Conduct capacity development training on capacity development of members / staff of Provincial Child Right Council and Committee.	1	1 event		
O14. P4-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
416 P4-PCGG	14.1	Conduct capacity development on transformative leadership building of elected women leaders of LGs	6			
417 P4-PCGG	14.1	Conduct capacity development training on public procurement for staff of LGs	8			
418 P4-PCGG	14.1	Conduct capacity development training on Fiscal Federalism and Revenue Management for elected representatives	6			
419 P4-PCGG	14.1	Conduct capacity development training on planning process and monitoring for Ward Committee members and staff	11	11 events		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
420 P4-PCGG	14.1	Conduct capacity development training (ToT) on planning process and monitoring	1	1 event		
421 P4-PCGG	14.1	Conduct capacity development training on Environment Impact assessment and Initial Environment Examination for Technical staff of LGs	3	3 events		
422 P4-PCGG	14.1	Conduct capacity development training on Legal Procedure of Judicial Committee and Mediation for Judicial Committee's members and staff	4			
423 P4-PCGG	14.1	Conduct capacity development training on Local economic development for elected representatives and staff of LGs	5			
424 P4-PCGG	14.1	Conduct capacity development training on Risk Sensitive Land Use Plan for elected representatives and staff of LGs	3			
425 P4-PCGG	14.1	Conduct capacity development training on Community Based Risk Management for elected representatives and staff of LGs	3			
426 P4-PCGG	14.1	Conduct capacity development training on IEMIS for staff of LGs (education section)	3			
427 P4-PCGG	14.1	Conduct capacity development training on vital event registration for staff of LGs	3	3 training events		
428 P4-PCGG	14.1	Conduct capacity development training on Law making process for elected representatives	2			
429 P4-PCGG	14.1	Conduct capacity development training on Forest Area Indulgence Right for elected representatives of LGs	2			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23))	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
467 P4-PCGG	14.2	Conduct orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act for elected representatives of LG	5	5 Event		
15&16. P4-PCGG	15& 16	Operational, Machinery & Equipment				
501 P4-PCGG	15.2	Operation Cost for PCGG	1			
515 P4-PCGG	16.2	Machinery and Equipment	1			
		10. PPIU - Lumbini				
O4. P5-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
34 P5-PPIU	4.1	Formulate Acts, regulations, and guidelines of PGs	2	2	Public Hearing Guideline Citizen Chartered Management Guideline	
42 P5-PPIU	4.4	Draft laws in consultation with LGs	2	2	GRB Guideline SDGs Localization Guideline	
O5. P5-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
47 P5-PPIU	5.1	GESI audit of Provincial Ministries	13			
55 P5-PPIU	5.4	Provincial Coordination Committee Meeting	4	1	Discussed on selection of two new IPF schemes. Updated progress to newly Hon'ble CM and members.	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
65 P5-PPIU	5.10	SDGs Localization Guideline printing and dissemination	1			
76 P5-PPIU	5.15	Conduct capacity building training on GESI/ GRB for GESI civil servants/GESI focal person of PGs	1	1	Conducted 3 days training to civil servants of provincial ministries and agencies.	
82 P5-PPIU	5.18	GESI implementation guideline printing and dissemination	1			
83 P5-PPIU	5.25	Conduct Organization and Management study of PG	1			
O6. P5-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
96 P5-PPIU	6.1	Upgrade Audit Arrear Software for full implementation	1			
97 P5-PPIU	6.1	Strengthen IT based information management system in PGs through mobilization of IT network	1			
110 P5-PPIU	6.15	Develop internal control system guideline of PG	1			
114 P5-PPIU	6.19	Strengthen local governance programme through mobilization of experts (Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)	10	8	5 IT and 3 Legal volunteers were mobilized.	
119 P5-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1			
128 P5-PPIU	6.30	Organize workshop/meeting at PG (with province and local government)	3	2	Organized review and planning workshop among OCMCM and concerned ministries.	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O12. P5-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
299 P5-PPIU	12.1	Conduct orientations on Innovative Partnership Fund (IPF) to the stakeholders	12	16	Conducted annual review workshop-1 event; concept note orientation-3 events; workshop on full proposal-1 event; IPF technical committee meeting-5 times.	
307 P5-PPIU	12.3	Implement IPF schemes in LGs	1	10	MoU signed (FY 2078/79)-8 Schemes MoU signed (FY 2079/80)- 2 schemes	
15&16. P5-PPIU	15 & 16	Operational, and Machinery & Equipment				
502 P5-PPIU	15.2	Operation cost	1			
516 P5-PPIU	16.2	Machinery and equipment, Furniture & Fixtures	1			
		11. PCGG - Lumbini				
O7. P5-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
149 P5-PCGG	7.2	Construct new physical infrastructure for PTA	1			
163 P5-PCGG	7.7	Inter provincial cross sharing and learning, observation and study visit for PTA and PPIU staff	1	1		
169 P5-PCGG	7.8	Develop and publication of the IEC materials for PTA (leaflet/brochure /learning materials/annual report)	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
174 P5-PCGG	7.14	Strengthened and upgrade of the digital lab/knowledge management Center at PTA	1			
O8. P5-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
183 P5-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGs	23	23		
190 P5-PCGG	8.4	Prepare Capacity Development Plan of LGs	24	23		
197 P5-PCGG	8.5	Prepare Periodic Plan of LGs	12	9		
205 P5-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	5	6		
211 P5-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA	5	6		
217 P5-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	35			
223 P5-PCGG	8.11	Refresher training and implementation of Fiduciary Risk Assessment in LGs.	50	109		
O9. P5-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
231 P5-PCGG	9.1	Support LGs to implement social accountability (downward accountability tools and mechanism - public hearing, social audit client's satisfaction survey)	7			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
236 P5-PCGG	9.2	Support LGs to strengthen vertical cooperation (organize workshop among PG and LGs to explore common priorities in various sectors contributing for vertical cooperation agreement)	4			
O10. P5-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
252 P5-PCGG	10.2	Conduct GESI Audit in LGs	109			
262 P5-PCGG	10.4	Conduct orientation on Gender Responsive Budgeting (GRB) to newly elected representatives and staff of LGs	14	14		
265 P5-PCGG	10.5	Conduct orientation on localization and contextualization of 'Code of Conduct to prevent workplace sexual harassment in LGs	15			
270 P5-PCGG	10.7	Organize orientation on child and disable friendly local governance to LGs	5			
277 P5-PCGG	10.10	Conduct capacity building training on GESI to the GESI Focal Person of LGs	4			
O11. P5-PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				
287 P5-PCGG	11.2	Develop IEC materials to strengthen citizen engagement and inclusive participation.	1			
O13. P5-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
342 P5-PCGG	13.1	Conduct capacity building training on their terms of reference for the support staff and drivers	2	1		
343 P5-PCGG	13.1	Conduct capacity building training on "Integrity, Morality and positive attitude and behavior: Knowledge and science" to elective representative and government officials	2	1		
344 P5-PCGG	13.1	Conduct capacity building training on different thematic areas as per demand for officials (Agriculture, Livestock, Health etc.)	2			
361 P5-PCGG	13.2	Conduct orientation on Hospitality Management and Dining Etiquette to provincial high level elective representatives and government officials.	1	1		
366 P5-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	1			
371 P5-PCGG	13.5	Conduct in service training for PG staff	1	1		
375 P5-PCGG	13.6	Prepared capacity development plan of Office of Chief Ministers and Council of ministers (OCMCM) and province ministries.	2			
378 P5-PCGG	13.8	Organize inter-provincial level observation tour for provincial officials	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
383 P5-PCGG	13.13	Develop curriculum modules for capacity building training for elected representatives and employees on need basis	4			
385 P5-PCGG	13.16	Prepare Revenue Improvement Action Plan of selected province Ministries	1			
O14. P5-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
430 P5-PCGG	14.1	Training on transformative leadership building to the newly elected/nominated women representatives from a marginalized community	4			
431 P5-PCGG	14.1	Conduct capacity building training on DPR to the engineers/sub engineers of LGs	1	1		
432 P5-PCGG	14.1	Conduct capacity building training on suspension bridge for engineers/sub engineers of LGs	1			
433 P5-PCGG	14.1	Conduct capacity building training on cost estimation, procurement management and quality control for engineers and sub engineers of LGs	2			
434 P5-PCGG	14.1	Conduct capacity building training on demand (based on the feedback of LISA, CD Plan, and LGs demand) to LGs representatives and office.	4			
435 P5-PCGG	14.1	Conduct capacity building training on result-based planning, budgeting, and	4			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		monitoring to elected representatives and officials of LGs.				
436 P5-PCGG	14.1	Conduct capacity building training on transformative leadership training to elected representatives from Dalit women community and backward society	1			
437 P5-PCGG	14.1	Conduct capacity building training on natural disaster management training to LGs	1			
438 P5-PCGG	14.1	Conduct capacity building training on environment-friendly local governance	1			
439 P5-PCGG	14.1	Conduct capacity building training on the role and responsibility of ward chair and ward secretary, social security, and quality service to LGs	12	10		
440 P5-PCGG	14.1	Conduct capacity building training on local economic development and entrepreneurship development to LGs	1			
441 P5-PCGG	14.1	Conduct capacity building training on NBC, EBPS, building by-laws for engineers/sub engineers of LGs	2	1		
442 P5-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3			
443 P5-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			
444 P5-PCGG	14.1	Conduct capacity building training on IT for ICT officers /computer operators of LGs.	1			
445 P5-PCGG	14.1	Conduct capacity building training on financial discipline to staff of account section of LGs (procurement	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		management, Fiduciary risks reduction, financial accountability)				
446 P5-PCGG	14.1	Conduct capacity development training on federal governance system to elected representatives and officials of LGs	4			
447 P5-PCGG	14.1	Conduct capacity development training on Local Government Operation Act 2074 and roles and responsibility to elected representatives and officials of LGs	4			
476 P5-PCGG	14.4	Conduct pre-service training to newly appointed staff	1	1		
481 P5-PCGG	14.5	Conduct in-service training to LGs staff (Officers /Assistant level)	2			
15&16. P5-PCGG	15 & 16	Operational & Machinery & Equipment				
503 P5-PCGG	15.2	Operation cost	1			
517 P5-PCGG	16.2	Machinery and Equipment	1			
		12. PPIU - Karnali				
O4. P6-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
35 P6-PPIU	4.1	Review Financial Procedure and Financial Accountability Act of the PG	1	1		
36 P6-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	6	6		
43 P6-PPIU	4.4	Conduct training on legislative process to the Provincial legislative members.	1	1	Event will be postponed due to president election	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O5. P6-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
49 P6-PPIU	5.3	Support to conduct the Provincial Coordination Council meeting	2	2		
56 P6-PPIU	5.4	Conduct the Provincial Coordination Committee (PCC) meeting of PLGSP	4	4		
70 P6-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3	3		
74 P6-PPIU	5.14	Conduct coordination meeting with Development Partners (DPs) and other stakeholders	3	3		
77 P6-PPIU	5.15	Conduct capacity building training/interaction on GESI/ GRB to GESI focal persons of PGs	3	3		
81 P6-PPIU	5.17	Upgrade Case Management System for Gender Based Violence	1	10		
85 P6-PPIU	5.26	Organize exposure visit for PCC members and secretaries/officials of PGs	1	1	Under the process	
87 P6-PPIU	5.27	Organize issues-based dialogue/workshop programs at provincial and local level (service delivery, intergovernmental cooperation, policy implementation, development coordination)	2	2	Under the process	
O6. P6-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
98 P6-PPIU	6.1	Support to strengthen information technology-based system established under OCMCM	1	1	Ongoing	
104 P6-PPIU	6.10	Development of Information Management Mobile App of Provincial Assembly, Committee and Secretariat	1	1	70 % work completed	
106 P6-PPIU	6.11	Upgrade and operationalize the Advertising Management System and Information Management for Provincial Public Service Commission	1	1	40 % work progress	
111 P6-PPIU	6.15	Formulate guideline /update and orient on Internal Control System of PG	1	1	Guideline formulated and orientation will be planned this month	
120 P6-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1	Orientation already plan waiting for portal form PCU	
122 P6-PPIU	6.27	Provide support to strengthen Local Governance (LG) by mobilizing legal mentors to support Judicial committee	5	12	Completed	
130 P6-PPIU	6.32	Organize Workshop and Prepare action Plan for the reduction of audit arrears of provincial government	2	1	Ongoing	
131 P6-PPIU	6.33	Prepare IT policy, guidelines, procedures for Provincial and local level	1	1	Under process	
137 P6-PPIU	6.38	Prepare revenue improvement plan of PG	1	1	Stage of MOU signing	
138 P6-PPIU	6.38	Prepare capacity development plan of PG	1	1	Ongoing procurement process	
O12. P6-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
300 P6-PPIU	12.1	Conduct orientation on Innovative Partnership Fund (IPF) guideline to IPF board members, provincial and LG stakeholders	3	3	Completed	
308 P6-PPIU	12.3	Implement IPF schemes in LGs	1	12	Ongoing	
313 P6-PPIU	12.4	Conduct monitoring of IPF project implementation at LGs	7	7	Partially completed	
315 P6-PPIU	12.5	Knowledge management in IPF (Organize learning exchange workshop on Innovation at Province level)	1	1	Completed	
15 & 16 P6-PPIU	15 & 16	Operational and Machinery & Equipment				
495 P6-PPIU	15.1	Operation Cost for PPIU	1			
509 P6-PPIU	16.1	Machinery and equipment cost for PPIU	1			
		13. PCGG - Karnali				
O7. P6-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
143 P6-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	2			
150 P6-PCGG	7.2	Construct new physical infrastructure for PCGG	1			
154 P6-PCGG	7.4	Prepare a long-term strategic/ business plan of PCGG	1			
164 P6-PCGG	7.7	Organize cross sharing and learning visit for PCGG officials	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O8 P6-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
184 P6-PCGG	8.3	Prepare Revenue Improvement Action Plan (RIAP) of LGS	10	10 LGs		
191 P6-PCGG	8.4	Prepare Capacity Development Plan of LGs	10	10 LGs		
198 P6-PCGG	8.5	Prepare Periodic Plan of LGs	5	5 LGs		
206 P6-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	2			
212 P6-PCGG	8.8	Review of LISA result with newly elected representatives and CAOs	4	79 LGs		
224 P6-PCGG	8.11	Organize refresher/follow-up training for the implementation of FRRAP	35	79 LGs		
226 P6-PCGG	8.12	Develop DRR mapping and Climate Change Strategy Plan of LGs	5			
O9. P6-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
232 P6-PCGG	9.1	Introduce Social Accountability Tools (Annual budget tracking, PETS, Public hearing, CSCR, etc.) 20 LGs	20			
237 P6-PCGG	9.2	Organize workshop on vertical cooperation for Local Economic Development between PGs and LGs	8	ToT completed		
241 P6-PCGG	9.3	Organize inter LGs learning and sharing workshop at cluster/province level and publication of Good Practices of LGs.	5			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
242 P6-PCGG	9.3	Support LGs to strengthen horizontal cooperation (Provide support for horizontal cooperation agreements between/among LGs on common issues- waste management, water management, environment, and fire brigade)	4			
O10. P6-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
247 P6-PCGG	10.1	Organize GESI mainstreaming orientation to newly elected representatives (79 LGs)	30	17 LGs		
248 P6-PCGG	10.1	Prepare and/or adapt GESI mainstreaming strategy prepared by MoFAGA to LGs	40	2 LGs		
253 P6-PCGG	10.2	Organize Gender Responsive Budget (GRB) audit of LGs	10			
278 P6-PCGG	10.10	Conduct orientation/interaction programme with GESI focal persons of 79 LGs	4	3 events		
281 P6-PCGG	10.11	Organize capacity development training ToT on Gender Responsive Budget (GRB) audit at Provincial level.	1	1 event		
O11. P6- PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				
290 P6-PCGG	11.3	Conduct capacity development training on Grievance Management System to Nodal Officer/Information Officer/Spoke persons of 79 LGs.	6		training will be plan in April	
O13. P6-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
345 P6-PCGG	13.1	Conduct capacity building training on public procurement to PG staff (7 days)	3	2 events completed	(56 persons)	
346 P6-PCGG	13.1	Conduct capacity building training on law making and non-governmental bill preparation to Parliament members	2			
347 P6-PCGG	13.1	Conduct capacity building training on leadership development to Parliament members	2			
348 P6-PCGG	13.1	Conduct capacity building training on innovative Development and Management to Officer level of PG (7 days)	2			
349 P6-PCGG	13.1	Develop training manual and publish	4	1 training manual		
350 P6-PCGG	13.1	Conduct capacity building training on secretariate management and use of Information technology to PG staff	2			
351 P6-PCGG	13.1	Conduct capacity development training on remote sensing and GIS mapping to PG staff	2	2 event (60 persons)		
352 P6-PCGG	13.1	Conduct capacity building training on Planning process, MTEF preparation and SDG localization, Project bank to PG staff	2	1 event (28 persons)		
363 P6-PCGG	13.3	Organize workshop on Leadership Dialogue for the Secretaries of the PG Ministries (related to federalism implementation)	1			
367 P6-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	2			
372 P6-PCGG	13.5	Conduct in service training to PG staffs (Assistant level)	3	2 Event (62 persons)		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
373 P6-PCGG	13.5	Conduct in service training for PG staffs (Officer staff)	1			
O14. P6-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
448 P6-PCGG	14.1	Organize Capacity development training to women representatives of LGs.	10	3 events completed		
449 P6-PCGG	14.1	Organize Capacity development training to GESI focal persons	5			
450 P6-PCGG	14.1	Conduct Capacity Building (refresher) Training for IT Officers of LGs	1			
451 P6-PCGG	14.1	Conduct capacity building training on DRR and climate change to elected representatives and staff of LGs.	1			
452 P6-PCGG	14.1	Conduct capacity building training for sectoral committee of LGs on their roles and responsibilities	10	4 LGs (120 persons)		
453 P6-PCGG	14.1	Conduct capacity building training on different thematic areas to Engineers and Technical staffs of LGs	6	5 events		
454 P6-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3			
455 P6-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	4			
456 P6-PCGG	14.1	Conduct capacity building training on various thematic areas for newly elected representatives of LG	12	12 events (280 ward chairperson)		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
457 P6-PCGG	14.1	Conduct capacity building training on demand base (LISA, CD Plan) to officials and elected representatives of LGs	1			
468 P6-PCGG	14.2	Conduct orientation on sanitation management, EFLG and CFLG to Elected representatives and staff at LGs	2			
477 P6-PCGG	14.4	Conduct pre-service training for LGs staffs	3			
482 P6-PCGG	14.5	Conduct in-service training to LGs staff (Assistant level and officer level)	2			
490 P6-PCGG	14.15	Prepare working procedures (Standard Operation Procedure - SOP) for conducting training and management in PCGG	1			
15 & 16 P6-PCGG	15 & 16	Operational and Machinery & Equipment				
504 P6-PCGG	15.2	Operation Cost for PCGG	1			
518 P6-PCGG	16.2	Machinery and equipment cost for PCGG	1			
		14. PPIU - Sudurpaschim				
P7-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
37 P7-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	4 Laws	Ongoing	They are: a) Provincial civil service Rules; b) Local Services Act; c) Communications Bill; and d) Reproductive Health Bill – under discussion
38 P7-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PG	4	4 Laws	Ongoing	They are: a) Province Civil Service Act; b) Disaster Management Act;

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						c) Province Forest Act; and d) to be identified.
O5. P7-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
50 P7-PPIU	5.3	Provide support to the Provincial Coordination Council (holding meeting, implementing decisions)	1	1	Discussion under way,	Not carried out so far.
57 P7-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	3		Two of three completed by Jan – a) annual review – Shrawan / PASIP, b) IPF project award meeting (4 projects awarded this year; last year it was 5).
58 P7-PPIU	5.6	Publicize programs and progress of PG through different means of communication (Publish and disseminate related materials)	1	1	Documentary of 5 years progress of PG- completed.	Progress of Sudurpaschim province in a documentary.
59 P7-PPIU	5.7	Support in strengthening the grievance handling mechanism (Hello CM)	1	1	TOR & RFP under review	Several meetings held for running “Hello CM (Chief Minister).” More preparation work is needed.
64 P7-PPIU	5.8	Update and execute accountability tools (public auditing and public hearing) in PGs	6	6	Public hearings on PG Ministries' works/ projects	Media persons engaged. By January, five public hearing in four ministries – Agriculture (1), Physical Planning (2), Social .. (1), and Forest (1).
71 P7-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	5	5	GESI Audit Procedure submitted by MoSD to MoIAL and MoEA for opinion	Pending the approval of GESI audit guideline. Draft is prepared but review from Ministry of Law, and Ministry of Finance pending.
93 P7-PPIU	5.39	Workshop on strengthening the horizontal coordination among PG	1	1	Not initiated	Not initiated; expected in April/May

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		agencies (Ministries, Commissions and Agencies).				
O6 P7-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
99 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support in digitalization and achieving/record management of PG)	1	1	Documents submitted to OCMCM for procurement process	The work involves digital archiving of government documents; online sharing of documents; developing OCMCM's own system. Needs security audit before deployment.
100 P7-PPIU	6.1	Conduct orientation to PG officials on IT systems (1. E-cabinet and 2. Websites) at PG level	2	2	Orientation on Website and PIS	System is developed – E-cabinet and website.
101 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support Office of Transport Management in digitalization of service delivery)	1	1	Not initiated	PPIU TA team/PPM suggest that due to limited budget (1000K), this may be dropped.
102 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support in progress tracking, monitoring, and reporting -e-monitoring- system of the province)	1	1	Documents submitted to OCMCM for procurement process	Concept note prepared; TOR drafted
112 P7-PPIU	6.15	Organize orientation on Internal Control System for PG officials	1	1	Procedure under approval process	ICS Guideline preparation under process; orientation after its approval.
121 P7-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1	Procedure & AP under approval process	FRA Guideline preparation at the final stage; orientation follows its approval.
125 P7-PPIU	6.29	Organize in-country experience sharing visit for the PG officials	1	1		Plan to visit Madhesh and Koshi provinces; expected in April

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
129 P7-PPIU	6.30	Planning and review workshop of PLGSP (PPIU and PCGG joint workshop - Annual and Trimester)	4	4		One conducted in Bhadra (for annual review and PASIP); remaining will be done in due course.
139 P7-PPIU	6.38	Prepare the Revenue Improvement Strategy/Action Plan of PG	1	1	Not initiated	No progress made; but Finance Secretary is interested.
O12. P7-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
301 P7-PPIU	12.1	Conduct orientation on IPF prior to call of concept note and full proposal to the LGs and stakeholders	2	2		Two were planned but seven were carried out in a concise format for three to four hours. Additional cost from other line items.
309 P7-PPIU	12.3	Implement IPF schemes in LGs	1	1	On-going. 4 new schemes under implementation, Regular mentoring (Technical Assistance) and monitoring works ongoing.	Ongoing – 4 new projects. (Observation: generally good implementation if the proposal team is retained in the LG).
316 P7-PPIU	12.5	Knowledge management in IPF (Learning sharing workshop on IPF among key stakeholders)	1	1		Workshop expected in April/May; to be done jointly by LGs and IPF technical committee; and to provide input to PCU IPF review work.
15 & 16. P7-PPIU	15 & 16	Operational and Machinery & Equipment				
496 P7-PPIU	15.1	Operation Cost for PPIU	1		REGULAR	
510 P7-PPIU	16.1	Machinery and equipment cost for PPIU	1		REGULAR	
		15. PCGG - Sudurpaschim				Entry for PCGG Sudurpaschim based on input by Ram Singh Thagunna, 6 th April 2023

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O7. P7-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
144 P7-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	1	1		Contract made with contractor for renovation work and started renovation.
151 P7-PCGG	7.2	Construct new physical infrastructure for PCGG (Building, including DPR)	1	0		E-bidding process has done for administrative building
158 P7-PCGG	7.5	Organize capacity building training for PCGG's staffs	1			NA
165 P7-PCGG	7.7	Organize cross sharing and learning visit for PCGG officials (Inter-state learning and sharing visit)	1	1		Exposure visit done to PCGG -6, and PCGG-1
176 P7-PCGG	7.16	Bulletin publication (Quarterly)	4			NA
O8. P7-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management systems				
185 P7-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGS	8			NA
192 P7-PCGG	8.4	Prepare Capacity Development Plan of LGs	15			NA
199 P7-PCGG	8.5	Prepare Periodic Plan of LGs	9	3		3 MoU done with Tikapur Mun, Budhinanda Mun and Aadarsh RM
213 P7-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA (covering 88 LGs).	10	88		LISA result published (88 LG review and orientation done)
218 P7-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	20	3		2 days ICS orientation conducted in Melauli Mun, Shwantha RM and Bitthdachir RM and ICS directive will endorsed in the next EC meetings.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
225 P7-PCGG	8.11	organize refresher /follow-up training to the elected representative and staff of LG/DCC on implementation of FRA.	88	88		FRA result published (88 LG review and orientation done)
O9. P7-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
233 P7-PCGG	9.1	Support LGs to implement social accountability tools (downward accountability tools and mechanism - public hearing, social audit)	10			10 Details - NA
243 P7-PCGG	9.3	Support LGs to strengthen horizontal cooperation (organize Inter-local governmental workshop for horizontal cooperation agreement- waste management, ambulance, fire extinguisher, DRR etc.)	4	2		Two workshops done at Dhangadhi by covering Kailali, Kanchanpur and Dadeldhura.
O10 P7-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
254 P7-PCGG	10.2	conduct GESI Audit at Local Government	11			NA. To check with Indra Maya Shankar
266 P7-PCGG	10.5	Conduct orientation to 88 LGs to adopt a model code of conduct to control exploitation including sexual harassment	88	88		Conducted orientation to all LGs of the province where a model code of conduct on sexual harassment at workplace also localized/prepared which will be endorsed through their EC meeting.
271 P7-PCGG	10.7	Develop/adopt model policy /orientation on Child, Senior citizen, and differently abled person governance policy	3			NA
O11. P7-PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
291 P7-PCGG	11.3	Conduct capacity development training on Grievances Handling Mechanisms in Local Governments to nodal officers (support LG in strengthening grievances handling mechanisms)	1			NA
292 P7-PCGG	11.4	Conduct orientation on participatory planning & budgeting procedures and tools prepared by MoFAGA/NPC/PLGs to ward chair and secretary of LGs	11	21		PCGG has conducted a participatory planning process and LG operation training in Darchula and Bajhang for the Ward chairperson and ward secretary.
O13. P7-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
353 P7-PCGG	13.1	Conduct capacity building training on GESI Mainstreaming for GESI Focal Person working in District Office under the Ministry of PG	1	1		Conducted GESI focal person training
354 P7-PCGG	13.1	Conduct capacity building training on various thematic areas to the staff in the province (based on demand)	3	1		Conducted cabinet proposal writing training to the officers of Provincial ministries
355 P7-PCGG	13.1	Conduct capacity building training on hospitality and office management for the staff working in the Secretariat of the Member of Council of Ministers	1			NA
356 P7-PCGG	13.1	Conduct capacity building training on communication skills and presentation capacity for the members of the Provincial Assembly	2			NA
368 P7-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	4			NA

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
374 P7-PCGG	13.5	Conduct in service training for Provincial Staff	1	1		Conducted Inservice training to the provincial government staff (4/5th assistant level)
376 P7-PCGG	13.6	Prepare capacity development plan of PGs (with orientation)	1			TOR approved by principal secretary and RFP is ongoing for consulting service.
O14. P7-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
458 P7-PCGG	14.1	Conduct capacity building training on ICT (incl. Government Enterprise Architecture -GEA) for IT Officers of LGs	2			NA
459 P7-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	1		IEE, EIA and BEA training conducted in Dhangadhi by covering LG technical section heads of Kailali, Kanchanpur and Dadeldhura.
460 P7-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			NA
461 P7-PCGG	14.1	Conduct capacity building training on various thematic areas to the staff in the local level (based on the findings of LISA, CD plan etc.)	12			NA
462 P7-PCGG	14.1	Conduct capacity building training on survey, design, building codes to the technical persons of LGs	4	3		NA
463 P7-PCGG	14.1	Conduct capacity building training on procurement for the LG staff	6			NA
469 P7-PCGG	14.2	Organize orientation on role and responsibilities as per the provisions of constitution and Local Governance	10	13		Ward chairperson training on LG operation and LG development is ongoing

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		Operation Act to newly elected representatives of 88 LGs				
472 P7-PCGG	14.3	Organize workshop on Leadership Development for local level elected representatives	2			NA
478 P7-PCGG	14.4	Conduct pre-service training (service entry and induction training) for new employees in local level	4			NA
483 P7-PCGG	14.5	Conduct in-service training to LGs staff	4	3		Conducted Inservice training to 4/5 assistant level staff of LG
15 & 16 P7-PCGG	15 & 16	Operational, and Machinery & Equipment				
505 P7-PCGG	15.2	Operation Cost for PCGG	1			
519 P7-PCGG	16.2	Machinery and equipment cost for PCGG	1			

Annex 6. Innovation Partnership Fund in Seven Provinces

This Annex contains the following tables:

1. Annex Table 1: Innovation Partnership Fund Projects, Koshi Province
2. Annex Table 2: Innovation Partnership Fund Projects, Madhesh Province
3. Annex Table 3: Innovation Partnership Fund Projects, Bagmati Province
4. Annex Table 4: Innovation Partnership Fund Projects, Gandaki Province
5. Annex Table 5: Innovation Partnership Fund Projects, Lumbini Province
6. Annex Table 6: Innovation Partnership Fund Projects, Karnali Province
7. Annex Table 7: Innovation Partnership Fund Projects, Sudurpaschim Province

Annex Table 1. Innovation Partnership Fund Projects, Koshi Province

क्र. सं.	जिल्ला	स्थानीय तह	परियोजनाको नाम	परियोजनाको कुल बजेट	नव प्रवर्तन साझेदारी कोष	स्थानीय तहको लागत साझेदारी	०७८/०७९/ आ. व. को किस्ता निकास
१	सुनसरी	हरिनगर	स्थानीय आर्थिक विकासका लागि शासन प्रक्रिया र सेवा प्रवाह सुधार कार्यक्रम (service and governance improvement for economic development programme-SIEDP)	रु. २,१५,००,०००/-	रु.१,५०,००,०००/-	रु. ६५,००,०००/-	रु. ७५,००,०००/-
२	मोरङ	सुन्दर हरैचा	स्मार्ट सेवा प्रवाहका लागि क्षमता सुदृढीकरण (Smart-service Delivery Capacity Strengthening Project-SDCSP)	रु. २,१५,००,०००/-	रु.१,५०,००,०००/-	रु. ६५,००,०००/-	रु. ७५,००,०००/-
३	उदयपुर	त्रियुगा	मुसहर समुदायको सर्वाङ्गीण विकास	रु. २,१५,००,०००/-	रु.१,५०,००,०००/-	रु. ६५,००,०००/-	रु. ७५,००,०००/-
४	उदयपुर	त्रियुगा	विद्युतीय शासनको माध्यमबाट स्थानीय शासन सुदृढीकरण	रु. २,१५,००,०००/-	रु.१,५०,००,०००/-	रु. ६५,००,०००/-	रु. ७५,००,०००/-
५	पाँचथर	फिदिम	अर्गानिक भुइँ स्याउ उत्पादन तथा सिरप प्रशोधन र बजारीकरण परियोजना (फिदिम नगर सुशासन तथा आर्थिक विकास - Phidim municipal governance and economic development - PMGED)	रु.२,५०,००,०००/-	रु.१,५०,००,०००/-	रु.१,००,००,०००/-	रु. ७५,००,०००/-
६	पाँचथर	फाल्गुनन्द	१. सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच वृद्धि (प्रविधि विस्तार कार्यक्रम) २. स्थानीय आर्थिक विकासका क्षेत्रमा प्रत्यक्ष योगदान दिने नवीनतम प्रविधि तथा उपकरणहरू (शित भण्डार निर्माण गर्ने)	रु.२,०३,५१,२९०/-	रु.१,५०,००,०००/-	रु.५३,५१,२९०/-	रु. ७५,००,०००/-
७	ओखलढुंगा	सिद्धिचरण	संस्थागत एवम् क्षमता विकास	रु.२,२२,५५,०००/-	रु. १,४९,९९,८७०/-	रु. ७२,५५,१३०/-	रु. ७५,००,०००/-
८	ईलाम	सुर्योदय	कन्याम डुङ्गेरा-पुर्णेडाँडा साइक्लिङ ट्रयाक	रु.७,५५,५२,२१३.९८	रु.१,५०,००,०००/-	रु.६,०५,५२,२१३.९८	रु. ७५,००,०००/-
९	सोलुखुम्बु	सोताङ	प्रविधि मैत्री (इ-शिक्षा, इ - स्वास्थ्य र इ- बजार) सोताङ गाउँपालिका निर्माण	रु.२,००,००,०००/-	रु.१,४०,००,०००/-	रु.६०,००,०००/-	रु. ७५,००,०००/-
१०	संखुवासभा	धर्मदेवी	सडक पर्यटन	रु. ३,००,००,०००/-	रु.१,५०,००,०००/-	रु. १.५०,००,०००/-	रु. ७५,००,०००/-

Aspects of Innovation in Province 1 IPF Projects

क्र. सं.	स्थानीय तह	परियोजनाको नाम	नवप्रवर्तन क्षेत्र	नवप्रवर्तन पक्ष
१	हरिनगर	स्थानीय आर्थिक विकासका लागि शासन प्रक्रिया र सेवा प्रवाह सुधार कार्यक्रम	<ul style="list-style-type: none"> स्थानीय आर्थिक विकास स्थानीय सेवा प्रवाह स्थानीय सुशासन 	१. कृषिमा विविधिकरण गर्न कृषि उत्पादनको पकेट क्षेत्रको पहिचान र घोषणा, कृषक समूह परिचालन गर्ने र परम्परागत रुपमा गर्दै आइरहेको खेति प्रणालीमा आधुनिक प्रविधिको प्रयोग २. गा. पा. को सेवा प्रवाहमा प्रविधिको प्रयोग गरि साशन तथा सेवा प्रवाहमा सुधार गर्ने ३. पालिका स्तरमा कृषि समूह स्थापना हुने र कृषि र कृषक सूचना व्यवस्थापन प्रणाली विकास हुने ४. कृषिमा प्रविधिको प्रयोग (कृषक व्यवस्थापन प्रणाली/कृषि एप) गरि दीगो आर्थिक विकासको आधार तयार गर्ने
२	सुन्दर हरैचा	स्मार्ट सेवा प्रवाहका लागि क्षमता सुदृढीकरण (Smart-service Delivery Capacity Strengthening Project-SDCSP)	<ul style="list-style-type: none"> स्थानीय सेवा प्रवाह स्थानीय सुशासन 	१. नगरपालिकाको बिषयगत शाखाहरुलाई समेत एकीकृत प्रणालीमा जोड्ने, कर्मचारीहरुको लागि कार्यालयको आधिकारिक इमेल प्रयोग, क्लाउड सेवा प्रयोग, २. मोबाईल एप्लिकेसन मार्फत नगरवासीहरुलाई सेवा प्रवाह र दोहोरो संचार प्रविधि ३. विद्युतीय तथ्यांक व्यवस्थापन ४. शासन प्रक्रियामा प्रत्यक्ष नागरिक संलग्नताका लागि विद्युतीय प्रविधिको प्रयोग गरी सहरी शासन प्रक्रिया र सेवा प्रवाहमा सुधार गरिने
३	त्रियुगा	मुसहर समुदायको सर्वाङ्गीण विकास	<ul style="list-style-type: none"> स्थानीय आर्थिक विकास 	१. मुसहर समुदायको आर्थिक, सामाजिक विकास, सीप विकास र राज्यको श्रोत साधनमा सहज पहुँच सुनिश्चित गर्नु २. सम्पूर्ण मुसहर घरका पारिवारिक लगत (family profile) निर्माण ३. मुसहर समुदायमा जोखिम न्यूनीकरण र व्यवस्थापनको लागि र स्थानीय नेतृत्व क्षमता विकास हुने ४. मुसहर समुदायको सीप विकास तथा रोजगारी सिर्जना बढ्ने
४	त्रियुगा	विद्युतीय शासनको माध्यमबाट स्थानीय शासन सुदृढीकरण	<ul style="list-style-type: none"> स्थानीय सेवा प्रवाह स्थानीय सुशासन 	१. शासन प्रक्रियामा र स्थानीय सेवा प्रवाहमा सुधार गर्नका लागि प्रविधिको प्रयोग/ प्रयोग मैत्री एप्स निर्माण २. नगरपालिकाको कार्य सम्पादनलाई प्रविधि मैत्री तथा विद्युतीय शासनमा (e-governance) आवद्ध गरि सबै सेवा ई सेवामा रुपान्तरण ३. विद्युतीय शासन प्रणालीद्वारा कार्य सम्पादन गर्दा वितीय अनुशासन कायम भई वितीय जोखिम न्यूनीकरण
५	फिदिम	अर्गानिक भुईँ स्याउ उत्पादन तथा सिरप प्रशोधन र बजारीकरण परियोजना (फिदिम नगर सुशासन तथा आर्थिक विकास - Phidim municipal governance and economic development -PMGED)	<ul style="list-style-type: none"> स्थानीय आर्थिक विकास स्थानीय सेवा प्रवाह स्थानीय सुशासन 	१. "घर घरमा सेवा सुशासनमा टेवा " भन्ने नारालाई पुरा गर्न आधुनिक प्रविधिको प्रयोग गरी एकीकृत सेवा प्रवाह प्रणाली स्थापना २. प्रविधिमा आधारित सेवा प्रवाह -दोहोरो संचार स्थापना ३. "नागरिक, उद्योगी र सरकारको जिम्मेवारी, आर्थिक विकासमा त्रिपक्षीय साझेदारी" नेपालमा नै पहिलो पटक भुईँ स्याउ (yacon) को अर्गानिक उत्पादन, यसको उत्पादनको लागि महिला समूहको गठन र सिरप उत्पदान उद्योगको शेयरमा हिस्सेदार बनाइ कृषि श्रमिक देखि उद्योगी सम्म बनाउदै कृषि उत्पादनको लागि बजारीकरणमा प्रविधिको प्रयोग ४. कृषि उत्पादन र बजारीकरणमा सुचना व्यवस्थापन प्रणाली स्थापना
६	फाल्गुनन्द	१. सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच वृद्धि (प्रविधि विस्तार कार्यक्रम)	<ul style="list-style-type: none"> स्थानीय आर्थिक विकास स्थानीय सेवा प्रवाह 	१. सेवा प्रवाह र शासन प्रक्रियामा प्रविधिको प्रयोगको थालनी गरि सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच वृद्धि २. सेवा र सूचना प्रवाह गरि प्रशासनिक काम र कारवाहीमा सहजता र पारदर्शिता बढाउने ३. स्थानीय नागरीकको आर्थिक विकासको लागि कृषि उपजको उपयुक्त भण्डारण गरी उचित मुल्यमा बिक्रि गर्ने बाताबरण सृजना गर्ने र कृषक सहकारी संस्थाहरु सवल र सक्षम बनाउने

क्र. सं.	स्थानीय तह	परियोजनाको नाम	नवप्रवर्तन क्षेत्र	नवप्रवर्तन पक्ष
		२. स्थानीय आर्थिक विकासका क्षेत्रमा प्रत्यक्ष योगदान दिने नवीनतम प्रविधि तथा उपकरणहरू (शित भण्डार निर्माण गर्ने)	• स्थानीय सुशासन	४. शित भण्डार निर्माणले कृषकहरू उत्पादनमुखी रहने र आत्मनिर्भर रहने साथै आन्तरिक राजस्वमा टेवा साथै रोजगारीको अवसर सिर्जना हुने
७	सिद्धिचरण	संस्थागत एवम् क्षमता विकास	• स्थानीय सेवा प्रवाह • स्थानीय सुशासन	१. नगर कार्यपालिका र वडा कार्यालयहरूको संस्थागत विकास तथा कर्मचारीहरूको क्षमता विकास गर्ने २. सेवाग्राहीलाई छिटो, छरितो रूपमा दिगो तथा गुणस्तरीय सेवा उपलब्ध गराउन सेवा प्रवाहको लागि विधुतीय प्रणालीहरूको प्रयोग ३. विधुतीय सेवा प्रवाह मार्फत सुशासन प्रवर्धनमा थप सहयोग
८	सुर्खोदय	कन्याम डुडेगैरा-पुर्ण्डाँडा साइक्लिङ ट्रयाक	• स्थानीय आर्थिक विकास	१. पर्यटन प्रवर्धनका लागि पद तथा साइकल मार्ग (१२ कि. मि.) निर्माण गरि स्थानीय जनताको आयस्तर वृद्धि गरि जीवन स्तरमा सुधार ल्याउने २. साहसिक पर्यटन र खेल पर्यटन प्रवर्द्धन गरि आन्तरिक तथा बाह्य पर्यटकहरूको आगमन वृद्धि ३. Food Stall, vegetable Market, home stay, संग्रहालय आदिको निर्माणले रोजगारी सिर्जना भई स्थानीय जनताको आय वृद्धि ४. लोपुन्मुख लेप्चा जातिको एतिहासिक तथा संस्कृतिक पक्षहरूको संरक्षण
९	सोताङ	प्रविधि मैत्री (इ-शिक्षा, इ-स्वास्थ्य र इ-बजार) सोताङ गाउँपालिका निर्माण	• स्थानीय आर्थिक विकास • स्थानीय सेवा प्रवाह • स्थानीय सुशासन	१. सूचना प्रविधिको विलकुलै पहुँच नभएको सोताङ गाउँपालिकामा विद्युतीय सुशासन, स्थानीय सेवा प्रवाह, सूचना प्रविधिको प्रयोग गरि सूचना तथा प्रविधिमा पहुँच वृद्धि गर्ने २. ई-शिक्षा, ई-स्वास्थ्य र ई-बजार मार्फत आर्थिक, समाजिक, लैङ्गिक समानता र समावेशी समाजको विकास गर्ने र शिक्षा, -स्वास्थ्यमा पहुँच बिस्तार गर्ने ३. Tele-medicine को माध्यम देखि न्यून लगानिमा सम्पूर्ण जनतामा स्वास्थ्य सेवामा पहुँचको सुनिश्चितत गर्ने ४. E-Bazaar को माध्यमबाट स्थानीय कृषि तथा पशुजन्य उत्पादन, हस्तकला, जडिबुटी, पर्यटन आदी वस्तु तथा सेवारको बजारीकरण गरि साना तथा मझौला व्यवसाय बिस्तार गर्ने
१०	धर्मदेवी	सडक पर्यटन	• स्थानीय आर्थिक विकास	१. सडक पर्यटन प्रवर्द्धनको माध्यमबाट आर्थिक सम्वृद्धि तथा स्थानीय धर्म संस्कृतिको संरक्षण गर्ने २. पुरातन शैलीको होम स्टे, संग्रहालय, स्थानीय संस्कृति झल्किने पोशाक र सामग्री प्रदर्शन गरि स्थानिय संस्कृतिको जगेर्ना गर्ने र ३. निर्माण गरिने आवासीय संग्रहालय, Tourism Spot , सडक पुष्पबाटिका, सञ्चालनमा महिला, दलित, तथा अन्य सिमान्तकृत वर्गलाई परिचालन गराउने र सो स्थानलाई शैक्षिक पर्यटनको रूपमा विकास गर्ने ४. राष्ट्रिय र आन्तरिक पर्यटनमा टेवा पुर्‍याउने, जन समुदायको जिवनस्तरमा सुधार ल्याउने, नगरको आर्थिक गतिविधि बढाउने

Annex Table 2. Innovation Partnership Fund Projects, Madhesh Province

Name of the Local Government	Innovative Scheme	Contract Date	Budget Transfer Date	TPM remarks
1. Chandrapur Municipality	Charging Station in Chandrapur Municipality	1 July 2022	8 July 2022	
Chandrapur Municipality	Neoteric Environmental Conservation of Mardhar Wetland	1 July 2022	8 July 2022	Cancelled due to land tenure issues
2. Parwanipur Municipality	Women Entrepreneurship for the Local Economic Development	1 July 2022	8 July 2022	
Shambhunath Municipality	Model City Project	5 July 2022	8 July 2022	Cancelled due to integrity concerns

New IPF projects, March 2023

Local Government	परियोजनाको नाम	कूल बजेट रु.	Remarks
3. बहुदरमाई नगरपालिका, पर्सा	प्रविधिमैत्री शिक्षा, स्वास्थ्य र सार्वजनिक सेवा प्रवाह कार्यक्रम	२,०८,०५,१००	
4. हनुमाननगर कंकालिनी नगरपालिका, सप्तरी	कृषि औजार लायब्रेरी स्थापना परियोजना	२,११,२१,०००	
5. Barahathawa Municipality, Sarlahi	Studying and earning campaign programme for Diploma in Agriculture students from poor and marginalized communities through their involvement in agricultural modernization	2,14,00,000	
6. कलैया उपमहानगरपालिका, बारा	जीविकोपार्जनको लागि दुग्ध प्रवर्धन कार्यक्रम	२,२९,५०,०००	
7. कन्चरूप नगरपालिका, सप्तरी	कन्चरूप नगरपालिकामा बालउद्यान निर्माण	2,05,00,000	4 parks
8. बलान बिहुल गाउँपालिका, Saptari	डिजिटल बलान बिहुल	२,००,००,०००	
9. सप्तकोशी नगरपालिका, सप्तरी	विद्युतीय सुशासन तथा द्रुत सार्वजनिक सेवा प्रवाहको सुदृढीकरण	२,००,००,०००	

Annex Table 3. Innovation Partnership Fund Projects, Bagmati Province

SN	IPF Schemes	Name of LGs	Project Cost, NPR "000"			Expected beneficiaries	Budget Released (NPR '000)
			IPF Grant	LGs	Total		
1	IT Friendly Local Governance Project	Neelkantha Mun, Dhading	14294.007	6126.003	20420.010	63357	10000.00
2	Hybrid Buffalow and Pig Farming in Marin RM	Marin RM, Sindhuli	14669.200	6286.800	20956.000	34744	9166.00
3	Hariharpurgadhi Dairy Development and Modern Vegetable Farming Project	Hariharpurgadhi Rural Municipality, Sindhuli	14840.000	6360.000	21200.000	500	9166.00
4	Khaniyabas Enterperners Develoment Project)	Khaniyabas RM, Dhading	15000.000	5000.000	20000.000	5000	9166.00
5	सरसफाई केन्द्र निर्माण (Waste Management Center)	Bhimeshwor Mun, Dolakha	14251.300	6107.700	20359.000	17500	9166.00
6	एकिकृत सूचना प्रणाली व्यवस्थापन (Management of Integrated Information System)	Chautara Sagachowkgadhi Mun, Sindhupalchowk	14000.00	6000.000	20000.000	51347	10000.00
7	आधुनिक बाख्रा पकेट क्षेत्र विस्तार परियोजना (Extension of Modern Goat Pocket Area)	Benighat Rorang Rural Municipality, Dhading	14000.00	6000.430	20000.430	2304	9166.00
8	नौकुण्ड गाउँपालिका फोहोर मैला व्यवस्थापन कार्यक्रम (Naukunda Rural Municipality Waste Management Program)	Naukunda Rural Municipality, Rasuwa	14000.00	6000.000	20000.000	5375	9166.00
	TOTAL		115,054.51	47,880.93	162,935.44	180,127	74,996.00

Annex Table 4. Innovation Partnership Fund Projects, Gandaki Province

SN	Full Name of the IPF Project	Full Name of the Applicant LGs	Total Project Cost NPR in "000"			Budget Released in Current FY	Expected Number of beneficiaries
			IPF Grant	LG	Total		
1	वालिङ नगरपालिकाको EBIC परियोजना	Waling Municipality	15000	10000	25000	7500	51000
2	भीरकोट नगरपालिकामा बसोबास गर्ने आर्थिक तथा सामाजिक रूपमा पछाडि परेका बर्ग तथा समुदायका जनतालाई व्यावसायिक कृषि तथा पशुपालनमा सक्षम बनाई उनीहरूको जीवनस्तरमा सुधार ल्याउने कार्यक्रम	Bhirkot Municipality	14100	6100	20200	7500	1000
3	प्रविधि मैत्री सुशासन र डिजिटलाइज्ड फेदीखोला	Fedikhola Rural Municipality	15000	6500	21500	7500	14999
4	सूचना प्रविधियुक्त सेवा प्रवाह र कृषि उत्पादन तथा व्यवस्थापन प्रणाली विकास कार्यक्रम	Putalibajar Municipality	15000	6500	21500	7500	56262
5	प्रविधिमैत्री राजस्व सुधार कार्यक्रम	Gandaki Rural Municipality	14000	6000	20000	7500	31672
6	दिगो विपद व्यवस्थापन, जिविकोपार्जन तथा खाद्य सुरक्षा कार्यक्रम	Hupsekot Rural Municipality	15000	6600	21600	7500	10342
7	एकीकृत डिजिटल व्यास नगरपालिका परियोजना (Integrated Digital Byas Municipality)	Byas Municipality	14000	6000	20000	7500	80944
8	स्थानीय स्तरमा विपद जोखीम न्युनिकरण तथा व्यवस्थापन र जलवायु परिवर्तन अनुकुलनका लागि नवप्रवर्तनात्मक साझेदारी कार्यक्रम	Gharapjhong Rural Municipality	14000	6000	20000	7500	4875
9	फलफूल जन्म वस्तुको प्रशोधन तथा परम्परागत निगालो सम्बन्धी परम्परागत प्रविधिको सुधार तथा उत्पादन तथा बिक्री	Thasang Rural Municipality	14000	6000	20000	7500	2620
10	नमूना अन्नपूर्ण गाउँपालिका परियोजना	Annapurna Rural Municipality	14000	6000	20000	7500	23417
	Total		144100	65700	209800	75000	

Annex Table 5. Innovation Partnership Fund Projects, Lumbini Province

c. Lumbini IPF Projects Award

क्र. स	जिल्ला	स्थानीय तह	परियोजनाको नाम
१	अर्घाखाँची	पाणिनी गाउँपालिका	पर्यावरणमा आधारित जलवायु अनुकूलन कार्य तथा उत्थानशील जीविकोपार्जन परियोजना
२	अर्घाखाँची	मन्धिखर्क नगरपालिका	ग्रिन स्मार्ट मन्धिखर्क सिटी (G-SSC)
३	कपिलवस्तु	मायादेवी गाउँपालिका	समुदाय रूपान्तरणका लागि नवीनतम प्रयास
४	कपिलवस्तु	यसोधरा गाउँपालिका	सुशासन तथा विकासका लागि सूचना प्रवर्धन नवप्रवर्तन कार्यक्रम
५	गुल्मी	कालीगण्डकी गाउँपालिका	बेरोजगार युवा सँग उद्यमशील कार्यक्रम
६	गुल्मी	धुर्कोट गाउँपालिका	प्रविधि मार्फत आर्थिक, सामाजिक रूपान्तरण सहित समृद्ध समाज निर्माण
७	पाल्पा	माथागढी गाउँपालिका	बेरोजगार युवा सँग उद्यमशील कार्यक्रम
८	रूपन्देही	तिलोत्तमा नगरपालिका	तिलोत्तमा नगरपालिकामा फाइबर कनेक्टिभिटी विस्तार गरी सार्वजनिक स्थानहरूमा फ्री वाईफाई राखी २४/७ सेवा प्रवाह तथा विज्ञापन मार्फत राजस्व उठाउने कार्य
९	रोल्पा	त्रिवेणी गाउँपालिका	लैंगिक समानता तथा सामाजिक समावेशीकरण प्रवर्धनको लागि अबका महिला: उम्दा महिला परियोजना

Note: Lumbini OCMCM Notice on IPF Project Selection, dated BS 2078/12/09

Annex Table 6. Innovation Partnership Fund Projects, Karnali Province

SN	IPF Project	Full Name of the Applicant LGs	Total Project Cost NPR in "000"			Number of beneficiaries	IPF Grant Disbursed 2078/79 NPR '000	Up to date Physical Progress (%)
			IPF Grant Agreement	LGs' contribution	Total			
1	Institutional Development and Promotion of Good Governance of Bhagwatimai RM	Bhagawatimai Rural Municipality, Dailekh	14192.000	6082.000	20274.000	22469.000	5230.00	75%
2	Self-reliance project through ecological income and tourism promotion	Mugumkarmarong R.Mun, Mugu (with Chhaya Nepal)	14822.000	10826.000	25648.000	2145.000	7325.00	80%
3	Gaushala management for community animal husbandry and environmental hygiene protection / demonstration	Birendranagar Municipality, Surkhet	14136.500	6058.500	20195.000	25600.000	10300.00	80%
4	Waste Management Programme for Clean Municipalities, Healthy Citizens and Local Employment (Garbage Management) (Joint Partnership: Narayan Municipality, Dullu Municipality, Chamundabindrasaini Municipality and Bhairabi RM).	Dullu Municipality, Dailekh (Other 3 Local Levels)	40000.000	38500.000	78500.000	65675.000	9845.00	60%
5	Fruit promotion and special breed poultry as well as homestay operation Project	Narayan Municipality, Dailekh	14119.000	6051.000	20170.000	5643.000	4395.00	80%
6	Economic Development through Bheri Karnali Water Tourism Project	Panchapuri Municipality, Surkhet	14269.500	6115.000	20384.500	4125.000	5725.00	75%
7	Our Rural Municipality Digitization Project	Barekot R Municipality	14091.000	6039.000	20130.000	22038.000	5830.00	60%
8	Educational quality improvement project through information technology and LAB in schools	Kanakasundari Rural Municipality, Jumla	14150.000	6039.000	20189.000	11500.000	6025.00	85%
9	Digital archiving and Digital Service delivery Project of local government	Chhayanata Rara Municipality, Mugu	14265.000	6085.000	20350.000	25346.000	5980.00	75%
10	Information Technology Development, Child Development and Garbage Management Program	Musikot Municipality, Rukum West	14801.000	6343.000	21144.000	13250.000	4345.00	75%
11	Child Centered Education for Quality Learning – CCL Project	Sharada Municipality, Salyan	15000.000	9625.000	24625.000	32724.000	5000.00	70%
12	Economic Linkage through Panchkoshi Area Conservation, Promotion and Development Project	Dullu Municipality, Dailekh	15000.000	12500.000	27500.000	2150.000	5000.00	85%
Total			198846.000	120263.500	319109.500	232665.000	75000.00	

Annex Table 7. Innovation Partnership Fund Projects, Sudurpaschim Province¹⁶

S.No.	LG Name	District	Projects Name	Total Project Cost	PLGSP Contribution	LG Contribution
			FY 2078/79 (2021/22)			
1	Tikapur Municipality	Kailali	फोहरमैला व्यवस्थापनका लागि बायो ग्यास प्लान्ट निर्माणसुधार,संचालन तथा व्यवस्थापन आयोजना	21400000	14980000	6420000
2	Laljhadi Rural Municipality	Kanchanpur	पढ्दै कमाउँदै विधार्थी तथा युवा उद्दमशीलता विकास परियोजना	2000000	1400000	6000000
3	Aalital Rural Municipality	Dadeldhura	Paperless Office Management for Delivery of Government Service Through One Platform In Addition With Economic Growth and Sustainable Development	20000000	15000000	5000000
4	Mellekh Rural Municipality	Achham	ग्रामीण उद्योग तथा स्थानीय स्तरमा उत्पादित बस्तुहरुको संकलन, प्रसोधन, व्यवस्थापन र विद्युतीय व्यापार(e-commerce) सहित रोजगारमुलक अनुसन्धान तालिम केन्द्र स्थापना तथा विद्युतीय शासन प्रवर्द्धन परियोजना	20000000	15000000	5000000
5	Kedarseu Rural Municipality	Bajhang	विद्युतीय शासन प्रवर्द्धन तथा आर्थिक तथा सामाजिक विकासकालागि कृषि तथा पशु कार्यक्रम आयोजना (Promotion of e-governance and planning of agricultural and livestock programs for economic and social development)	20000000	15000000	5000000
			FY 2079/80 (2022/23)			
1	Naugad Municipality	Darchula	युवा उध्दशिलता तथा मौरीपालन व्यवसाय प्रवर्द्धन परियोजना (Youth Entrepreneurship and Beekeeping Business Promotion Project)	20000000	14000000	6000000
2	Badimalika Municipality	Bajura	प्रविधिमैत्री बडीमालिका, पारदर्शी स्थानीय शासन सुनिश्चितता (Technology-friendly Badimalika-Ensure transparent local governance)	20000000	14000000	6000000
3	Mastha RM	Bajhang	आधुनिक प्रविधिमा किसानको सरोकार रैथानेबाली र अन्य कृषी जैविक उत्पादनको बिक्रि वितरणबाट घरघरमा रोजगारी(Farmers' concerns in modern technology and creating employment through sales of organic/traditional products.	20000000	15000000	5000000
4	Parsuram Municipality	Dadeldhura	Parsuram Digital Municipality (परशुराम डिजिटल नगर)	20000000	11800000	8200000

¹⁶ Received from PPIU Sudurpaschim, Jan 2023