



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

**ANNUAL STRATEGIC IMPLEMENTATION PLAN 2020/21
(NARRATIVE PART)**

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

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1. Background

1.1 PLGSP Programme

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

1.2 Context of the Programme

The context on which the programme has been implemented has changed with consequences for society and for PLGSP from April 2020. The COVID-19 pandemic has resulted in both a health crisis and a socio-economic crisis. The consequences of these crises will have long-term global impacts. The length and severeness of the health crisis will largely depend on the collective global efforts of developing a vaccine or effective medication. The secondary, non-health related crisis, caused by the nation-wide lockdown with travel restrictions, physical distancing and closure of business, and the imminent global recession with subsequent slowing down/closing of economic activities has so far been more serious than the primary (health) crisis. It is also predicted to have more serious impacts on society in the longer term, resulting in multifaceted socio-economic effects that touch all social, governance and economic aspects. As a result, the society is most likely to face a 'new normal' after the COVID-19 outbreak is brought under control. Thus, there is a need to redefine principles, assumptions, and priorities of development efforts as mentioned in the policy and programme of the Government of Nepal (GoN). The budget highlights that "revitalising the national economy hardly hit by the global coronavirus outbreak will be the top priority of the budget plan for the next fiscal year"¹.

The COVID-19 crisis may affect men and women disproportionately because of existing gender inequalities in Nepal. Thus, the crisis may result in further exacerbating existing gender inequalities. Further, emerging evidence suggests that the economic impacts of COVID-19 will hit women harder as a majority are engaged in low-paying, insecure and informal jobs. Disruptions in supply chains, including movement restrictions, are likely to compromise women's ability to make a living and meet their families' basic needs.

The federal government has the major role and responsibility to address the national-level challenges. At the same time, the important role of the province and local governments' (PLGs) in addressing the challenges has already been demonstrated while responding to the pandemic. This is duly recognized by the principles and priorities of next FY's budget presented before the federal parliament. The budget document states that the unprecedented activeness and commitment demonstrated by the elected representatives have proven the importance and relevance of the federal system.

Since the health crisis and its socio-economic impacts are likely to continue for a long period of time, there is a strong need for a holistic and systemic response, including in ensuring that all responses and services provided by PLGs are gender-sensitive and inclusive through considering and acknowledging the gender differential impact of COVID-19. Importantly, the PLGs need to uphold the principles of the Constitution focusing on equality and non-discrimination, by addressing the needs and interest of the most marginalized people, including vulnerable women, children, senior citizens, people with disabilities, Dalits and indigenous peoples.

¹ GoN's budget and programme for fiscal year 2077/78

1.3 Implications of COVID-19 for the Provinces and local governments (PLGs)

- The LGs will continue to be on the forefront of the COVID-19 response, both with regards to health and socio-economic impacts. This is both due to their devolved functions, as well as they are being at the doorstep of the citizens. The federal government ministries have suggested the LGs prioritize particular sectors, such as agriculture and food security, in next year's plans and budgets.
- The public will expect the PLGs to respond immediately and they are more likely to be directly held accountable by their constituencies, compared to the federal government.
- The LGs will have to revisit their existing plans and programmes and set new priorities. For example, the above-mentioned Policy and Priorities of the FY 2020/21 budget has already identified quality and universal health care services, job creation, food security, and universal social security as national priorities, many of which need to be implemented by the PLGs by defining their priorities according to the local contexts.
- The PLGs may face reduced generations of own source revenues.
- The PLGs may face further constraints in terms of human resources as new hiring has been put on hold for the time being and some of the existing staff are approaching retirement.
- Effective inter-governmental coordination and collaboration are needed more than before to ensure effective response and recovery efforts.
- Special focus needs to be given to the excluded and vulnerable groups, regions and communities.
- PLGs business continuity may be impacted in connection with the lock down.

1.4 Importance of the PLGs in addressing the challenges brought about by the pandemic:

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

- PLGs have access to resources that can be diverted to the COVID-19 response.

1.5 Implication of the COVID-19 in implementation of PLGSP

The Ministry of Finance has requested the DPs to repurpose their respective projects and programs to make them responsive to the COVID-19 pandemic. The PLGs have diverted their priorities from delivering development results to managing the COVID-19 crisis, in line with the circulars and guidance issued from the federal government. It is likely that the impacts of the crisis will continue to be felt for an extended period of time. The COVID-19 crisis has also demonstrated new types of capacity needs at the PLGs. For example, PLGs have expressed an urgent need to conduct COVID-19 impact assessments and design recovery plans. However, many of the PLGs lack the required knowledge and human resources to conduct such assessments and to apply the findings in designing the recovery plans to respond to the immediate needs of the citizens. Further, the implementation of the capacity development plan of PLGSP for the LG officials and elected representatives has been greatly affected due to restricted movement and need for social distancing. With this background, the Programme has already modified its approaches and strategies to better assist the PLGs to respond to the needs of the citizens. The following are key initiatives undertaken by the Programme with regards to the changed context in 2019/20.

- Assessment of implications of COVID-19 for the implementation of PLGSP was carried out considering two scenarios: Scenario 1- COVID-19 outbreak is brought under control within May and is seen as manageable; and Scenario 2- COVID-19 outbreak continues beyond May 2020. Accordingly, contingency was prepared, however due to continuation of lockdown, the contingency plan could not be executed. PLGSP rather developed ASIP for 20/21, also incorporating the relevant activities planned under contingency plan.
- Developed a COVID-19 Crisis Management Information System (CMIS) to support LGs in reporting and compilation of COVID-19 related activities and information. The reporting portal is available at cmis.mofaga.gov.np and data is being gradually uploaded in the system by respective LGs and are available to districts, provinces and federal institutions. It has helped PLGSP greatly to make informed decisions to respond to health/medical related needs and humanitarian support so far in the form of relief distribution to those who are in need.
- Developed a rapid need assessment template to help the PLGs assess the need and develop recovery plans to respond COVID-19. The template also focused on the specific needs and issues of women, people from most marginalized and vulnerable communities, including senior citizens, people with disabilities, Dalits, indigenous peoples and LGBTIQ persons.

Given that the socio-economic impacts of COVID-19 is likely to remain for long and given the importance of LGs in responding (see 1.1 and 1.2), PLGs will be further re-oriented and activities repurposed within the overall programme framework and Programme Document to help PLGs to respond to COVID-19 in FY 2020/21. Since, LGs have been at the forefront in responding to the COVID-19 crisis, supported by the PGs and federal government, PLGSP ASIP 2020/21 includes added focus on delivery of capacity building support in terms of trainings, developing and using different instruments and tools, to help the PLGs get their priorities better implemented and to better respond to the multiple impacts of the current, as well as future crises. Based on the demands of PLGs, the Programme may require mobilizing experts and volunteers to

assist selected PLGs with technical support to understand how to use the framework and prepare recovery plans in the local contexts. The Programme Coordination Unit (PCU) will coordinate with the Provincial Programme Implementation Units (PPIUs) and the Provincial Centre for Good Governance (PCGGs, once established) to provide the required support. Additionally, the Programme will focus on providing technical support to LGs to assess the local impact due to COVID-19, repurpose their plans and budgets, and implement activities effectively.

2. Annual Strategic Implementation Plan (ASIP) 2020/21

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

- i) Reviewed ASIP 2019/20 and identification of activities which need to continue in 2020/21.
- ii) Reviewed and reflected on the impact of COVID-19 on the PLGs and the PLGSP, and developing suggestions for how to address the challenges and needs in the new context.
- 2) Followed a fully bottom-up process in assessing and prioritizing the needs and activities of the PLGs.
- 3) Ensured, through PPIU, that Provincial ASIPs (PASIP) are prepared through a consultative process, followed by thorough COVID-19 impact assessments at the local level.
- 4) Reviewed and integrated P-ASIPs forwarded by PPIUs of the respective provinces to prepare an integrated ASIP 2020/21 reflecting provincial and local priorities and needs.
- 5) Consulted with senior officials of MoFAGA, Office of the Prime Minister and Council of Ministers (OPMCM), Financial Comptroller General Office (FCGO) and other relevant federal agencies to identify and prioritize federal, provincial and local level activities.
- 6) Consulted with DPs for coherent and consistent understanding of the on-going context and seek inputs to better respond to it.

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

2.1. Guiding Principles of ASIP 2020/21

The ASIP 2020/21 has been prepared based on the following guiding principles:

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

2.2. Major Thrust of PLGSP for FY 2020/21

Within the changed context caused by COVID-19, the major thrust of the PLGSP for 2020/21 will be the following:

- 1) Periodic assessment of the implications of the COVID-19 outbreak in implementation of PLGSP.

- 2) Establishing and operationalizing of the PCGGs as a sustained Service providing institute to Province and the Local Governments
- 3) Implementation of the Federalism Capacity Needs Assessment (FCNA) action plan
- 4) Support business continuity of the LGs
- 5) Develop Recovery Framework and Plans
- 6) Communication and Information

2.3 Strategies

The following strategies will be applied to implement ASIP:

- i) Follow adaptability and flexibility to the extent possible while implementing activities in reference to the COVID-19 pandemic.
- ii) Ensure that the programme is responsive to the demands and priorities of the PLGs.
- iii) Engage relevant agencies at all levels to ensure buy-in and support of the Programme.
- iv) Institutionalize the mechanism to coordinate and collaborate between PCU, PPIU and PCGGs, Federal Ministries, LG associations etc .
- v) Ensure coordination and harmonization with all programmes implemented on the sub-national level.
- vi) Mobilize university graduates, local volunteers, and experts to provide technical support to the immediate need of PLGs.

2.4 Implementation Priorities

1. Operationalize PCGG. MoFAFA will provide backstopping support to institutionalize and operationalize PCGG with close coordination with respective OCMCMs.
2. Renovate/(re-) construct physical infrastructure of PCGGs to be capable of implementing programmes
3. Establish institutions and operating guidelines on the Innovative Partnership Fund (IPF) to implement innovative schemes at local level.
4. Mainstream GESI in PLGs, by supporting them to prepare GESI strategies and conduct GESI audits. The PLGS will be oriented to consider emerging issues, concerns and needs of women and people from marginalized and vulnerable groups who have been most severely impacted by the COVID-19 pandemic, with an aim to ensure that they are benefitting from quality services provided by the PLGs.
5. Organize training and orientations (virtually or in-person) for elected representatives and staff of PLGs on different thematic areas, including gender and social inclusion mainstreaming in local plans and programmes.
6. Organize a dedicated training for elected representatives representing Women, Madheshi, Muslim, Dalit, Ethnic minority and other disadvantaged group on their role and responsibility including to enhance their leadership in the local governance system.
7. Support learning and knowledge management, including baseline information collection, third party monitoring of the project, documentation of success cases and communications.
8. Formulate most necessary model regulations and operational guidelines to support PLGs.
9. Review Acts, regulations and operational guidelines, template formats in support of PLGs.
10. Develop systems and tools for PLGs (such as communication strategies, fiduciary risk reduction action plans, spatial distribution supply chains, public expenditure management standards)
11. Conduct studies on IGR issues which will help to identify the area of focus for Inter-Provincial Coordination Council (IPCC), and develop an intergovernmental coordination strategy.
12. Encourage PLGs to expedite the use of ICT to strengthen e-governance system
13. Implement SUTRA, LISA, GESI Audits, GRB, MTEF etc. in LGs to strengthen the local governance system
14. Prepare periodic strategic plan, CD plan, RIAP, and relevant guidelines and strategies
15. Organize training and orientations (virtually or in-person) for elected representatives and staff of PLGs on different thematic areas, including to mainstream gender in local plans and programmes.

2.5 Major Activities and Milestones by project outcomes and outputs

Details of the activities with intended outputs, timelines and budgets have been presented in the separate spreadsheet (PLGSP ASIP 2020/21). The following sections provide a brief summary of the key activities and milestones by project outcomes and outputs.

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

Government institutions and inter-governmental mechanisms are envisioned to be functional at all levels under this Programme outcome. In order to achieve this, preparation of various legislation, strategies, action plans, training modules, data management software, guidelines and tools, have been planned under three outputs (output 1 - 3). Having developed and applied these legislation, tools and guidelines, the PLGs will have enhanced clarity on the division of responsibilities and powers, avoiding uncertainties about operating procedures, resulting in enhanced efficiency. Detailed plan of activities, implementation arrangement and targeted milestones under each output is provided below.

Output 1. Federal level institutions develop legislations and policies to support provincial and local governments in a consultative manner.

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

Although a substantial number of Acts, regulations and operational guidelines are now in place in provincial and local governments still some more regulations and operational guidelines are required to carry out their roles and responsibilities smoothly as per the provision in the constitution. In this context, it is planned to formulate model regulations and model operational guidelines in favor of local governments.

1.1.1. Implementation Arrangement

The model regulations and operational guidelines for local government will be prepared through a consultative process. The Programme Coordination Unit in coordination with concerned sections of MoFAGA will facilitate to formulate model regulations and operational guidelines. In the process of formulation of model regulations and operational guidelines, MoFAGA will coordinate with the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA) and other relevant ministries and LG's associations.

1.1.2. Milestone

Prepared and disseminated 8 model regulation/operational guidelines and 4 laws of provincial and local governments

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

The Acts, regulations and operational guidelines being adopted by provincial and local governments needs to be reviewed and amended regularly to make legislations clear, concise and users friendly. Moreover, it is also necessary to review and compare existing Acts and regulations adopted by local governments to ensure that local government's legal frameworks are in line with the national and provincial laws, systems and policies. In this connection, it is planned to review, compare existing acts, regulations and guidelines of local government and provide feedback to local governments.

1.2.1. Implementation Arrangement

The existing Acts, regulations and operational guidelines will be reviewed through a consultative process. The Programme Coordination Unit in coordination with concerned sections of MoFAGA will facilitate to review Acts, regulations and operational guidelines. In the process of review of Acts, regulations and operational guidelines, MoFAGA will coordinate with the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), and concerned federal ministries, provincial governments, LG associations and other relevant agencies.

1.2.2. Milestone

Reviewed and compared 21 laws and provided feedback to LGs, and 10 model laws updated under TA.

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

PLGs need to develop a visible communication policy which will help to communicate their performance to their citizens and strengthen downward accountability and transparency. The communication policy will, apart from others, highlight the role played by PLGs to implement federalism.

1.3.1. Implementation Arrangement

The national level communication strategy, right to information and related Acts will be reviewed to formulate communication strategy for province and local governments. The Programme Coordination Unit in coordination with concerned sections of MoFAGA will facilitate the formulation of communication strategy for provincial and local governments. In the process of formulation of the communication strategy, MoFAGA will coordinate with the Ministry of Information Technology and Communication and other relevant ministries to harmonize their learning and others.

1.3.2. Milestones:

Developed and disseminated model communication strategy for provincial and local governments.

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

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

Managing fiduciary risks is vital for ensuring downward accountability and delivering tangible results. A fiduciary risk is the risk that funds are not used for their intended purpose, do not achieve value of money, do not produce their expected results or are not properly accounted for. A fiduciary risks reduction action plan is necessary to identify the tasks and activities involved in addressing the public financial management

reform initiatives and in mitigating the fiduciary risks associated with day to day operation. Thus, it is planned to develop a fiduciary risk reduction action plan for provincial and local governments.

2.1.1. Implementation Arrangement

A fiduciary risks reduction action plan will be prepared by taking into account the audit reports of the Office of Auditor General of Nepal, relevant public financial management document, public expenditure tracking system study, fiduciary risks reviews and internal audit reports. A consultative process involving the concerned section of MoFAGA and FCGO, will be adopted to formulate fiduciary risks reduction action plans for provincial and local governments. The provincial and local governments' officials will be consulted in finalizing the action plan.

2.1.2. Milestone

Prepared model Fiduciary Risks Reduction Action Plan of provincial and local governments

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

To provide a basis for tracking detailed information on projects and programs, including the locations, costs, beneficiaries, results and so on, there is a need to develop a planning and monitoring software for local governments. Local governments have been doing the planning but the system and the capacity they have is not adequate. This requires supporting guidelines and tools for local governments so that they can operate with increased efficiency. It is planned therefore, to prepare a planning and monitoring software configured with required information for planning and monitoring systems for local governments. Once we have this mechanism, federal level government agencies, provincial level government agencies, DDCs and other designated agencies would have access to major progress status of LGs.

2.2.1. Implementation arrangement

PCU in consultation with the Planning and Monitoring Section of MoFAGA, National and Provincial Planning Commissions, OCMCM and other relevant agencies will develop the software building on the learnings and experiences gained by the local governments during program planning, monitoring and evaluation. Post finalization, the software will be piloted in 35 local governments and roll out will be gradually expanded to additional local governments.

2.2.2. Milestone

Developed a planning and monitoring software / guideline for LG and piloted in 35 LGs

Activity 2.3. Develop training standardization tools for quality control for PCGG.

Overall delivery of the PCGG will be highly influenced by the identification, design, implementation, monitoring and evaluation of contents, processes, materials of capacity development activities. To ensure the quality service of PCGG, a comprehensive guideline to standardize services rendered by PCGG will be developed

2.3.1. Implementation Arrangement

PCU, in consultation and coordination with Local Development Training Academy and PCGGs, OCMCMs will develop training standardization tools for quality control for PCGG. A consultative workshop will be organized with stakeholders to share standardization tools and techniques for feedback.

2.3.2. Milestone

Developed training standardization tools for quality control for PCCG

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

PCGGs will serve as semi-autonomous entities, capacity development service providers and centres of excellence to conduct various trainings for provincial and local governments and carry out research on various thematic areas within the purview of the local governance. The Capacity Development Management Information System (CDMIS) software covers management of the roster for organizing different training sessions, training modules targeted for different clients, training reports, follow-up action, knowledge management and elearning modules. In addition to that, the system will also allow the collection of CD related demand from local governments. The system will be extended to institutional capacity support like laws, regulations, guidelines, system and tools development, conducted at the local level.

2.4.1. Implementation arrangement

PCU, in consultation and coordination with PCGGs will develop a Capacity Development Management Information System (CDMIS) software. PCU will arrange continued technical support to PCGG to fully operationalize the system.

2.4.2. Milestone

Developed and operationalized Capacity Development Management Information System (CDMIS) software in Provincial Center for Good Governance (PCGG).

Activity 2.5. Prepare and review training modules for PCGG

The transition to a federal structure significantly increases the need to provide training for government officials and civil servants at all levels. It would require a suitable institutional arrangement to deliver the necessary capacity building and training to provincial and local governments. The responsibility for capacity development has been placed at the provincial level and there is a need to develop standard training modules.

2.5.1. Implementation Arrangement

PCU in coordination with Local Development Training Academy will develop training modules on the basis of demand of PLGs. Existing training modules will be reviewed and revised in the new context.

2.5.2. Milestone

Prepared / Reviewed 6 types of training modules.

Activity 2.6. Prepare model performance appraisal guidelines for provincial and local governments

The Government of Nepal has already initiated an appraisal mechanism that an institutional performance is measured based on a performance contract between the political chief and administrative chief of the institution. This system will ensure the government policies implemented in time with the desired quality. The practices will be replicated to the LGs for the effective service delivery.

2.6.1. Implementation Arrangement

The performance appraisal guidelines for local government will be prepared by PCU in consultation with OCMCM.

2.6.2. Milestones:

Prepared and disseminated Performance Appraisal Guidelines for local governments.

Activity 2.7. Conduct baseline survey of PLGSP

The PLGSP's results framework has detailed out what indicators need to be assessed and how, while measuring the changes because of the programme intervention. Additionally, the results framework has established targets and means of verification to ensure credible measurement of results and reliable results reporting. However, a majority of baseline data is not yet available due to lack of credible sources. It is therefore, baseline survey has been planned to establish baseline information against the programme log frame indicators.

2.7.1. Implementation arrangement

MoFAGA/PCU, in close coordination with DPs will conduct a baseline survey of PLGSP with an aim to offer an information base to measure the changes over a period of time. A consulting firm will be hired to carry out the survey.

2.7.2. Milestone

Prepared a baseline survey report with sufficient GESI disaggregated statistics on programme log frame indicators.

Activity 2.8. Conduct third party monitoring of PLGSP

PLGSP has been implemented for about one year and has delivered some outputs like revised laws and regulations, and tools like LISA, SUTRA for federal, provincial and local government. The project document states quality assurance of tasks performed under the programme will be monitored by a third-party independent service provider. It is thus, a third-party monitoring of PLGSP is planned.

2.8.1. Implementation arrangement

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

2.8.2. Milestone

Prepared a monitoring and quality assurance report with practical recommendation for improvement

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

Local governments are required to prepare and update municipality profiles covering various thematic areas such as demography, education, health, agriculture, forestry, natural resources, industry, social security, services etc. Accordingly, local governments have started adopting the 'LG profile system' (lgprofile.gov.np) which is used for collection of spatial data of households and institutions. The collected data can be processed and analyzed to establish advanced databases for planning, monitoring and decision-making processes. This data collection tool for LG profile needs wider adoption in all LGs, and needs to be enhanced to meet planning and decision-making requirements of the province and federal planning commission. For this, a data portal with the provision of integrated data management, visualization, open data is necessary.

2.9.1. Implementation Arrangement

Interactive online data portal will be developed to manage data in an integrated way. It will be piloted in some municipalities before rolling out at national level.

2.9.2. Milestones

Prepared Integrated data management software for LGs.

Activity 2.10. Organize MToT for resource persons of LISA

The Local Government Institutional Self- Assessment (LISA) is a new concept and elected representatives and LGs' are not familiar with LISA. They need to be oriented before introducing LISA in local governments. Resource persons will be mobilized to orient officials of local governments. About 70 Master Trainers will be developed through MToT who in turn will be utilized by PCGG to orient other resources persons on LISA.

2.10.1. Implementation Arrangement

The Programme Coordination Unit will organize MToT for Master Trainers in consultation with PCGGs.

2.10.2. Milestones

Trained 70 persons as MTOT for LISA resource persons.

Activity 2.11. Review and revise LISA guidelines

The Local Government Institutional Self-Assessment (LISA) is a tool to identify institutional strength and weaknesses of LGs in 10 thematic areas. It was piloted in 36 LGs in the FY 2018/19 to assess the appropriateness of indicators. Based on the findings of LISA piloting it is felt necessary to review and revise LISA indicators along with LISA software. Moreover, LISA software will be revised to incorporate GESI. LISA will also include a module for assessing the overall performance of LGs so that information obtained through LISA can be used by NNRFC for fiscal transfers and also for designing other capacity development activities.

2.11.1. Implementation Arrangement

LISA indicators will be revised in consultation with officials of MoFAGA, NNRFC, line ministries, LG associations and concerned stakeholders. The Programme Coordination Unit will organize workshops to discuss and finalize LISA indicators. Other relevant institutions will also be coordinated to incorporate lessons learned from different programmes and harmonize tools for example panning handbooks for local governments.

2.11.2. Milestone

Reviewed/revise LISA guidelines and distributed to LGs

Activity 2.12. Develop Personal Information System (PIS) for provincial governments

Re-engineering of the existing Personal Information System (PIS) is important for strengthening cooperation, collaboration and coordination among the three tiers of governments. The National Office of Civil Personnel Records with close coordination with OCMCM and LGs, will develop a Personnel Information System (PIS) for the provincial governments. The PIS will maintain integrated vital information of civil service employees of all levels of governments.

2.12.1. Implementation arrangement

The National Office of Civil Personnel Records will integrate required components in its system to integrate vital information of civil service employees of provincial and local governments. Upon finalization of the database, it will be introduced to the provincial governments and operationalized.

2.12.2. Milestones

Developed Personal Information System (PIS) for provincial Governments

Activity 2.13. Organize MToT on MTEF for resource person at province level

As per the provision in the Intergovernmental Fiscal Management Act 2074, federal, provincial and local governments are required to prepare public expenditure statements in every fiscal year. While preparing the public expenditure statement it is also mandatory for them to prepare the Medium Term Expenditure Framework (MTEF) of three years by highlighting the objective of the project, output and outcome to be achieved, source of expenditure and projection of output and outcome expected to be achieved from the amount expended, expenditure strategy and actual statement of the achievement or non-achievement of targets according to the allocated expenditure of the last fiscal year if the project is ongoing. However, MTEF preparation is a new approach for local governments and it requires enhancing their capacity.

2.13.1. Implementation Arrangement

The Programme Coordination Unit will organize MToT for Master Trainers in consultation with PCGGs. These Master Trainers will be utilized by PCGG to orient elected representatives and staff of all 753 LGs.

2.13.2. Milestones

Trained 175 person as MToT for MTEF resource person in 7 provinces

Activity 2.14. Prepare hand book on SDG localization

Nepal embraced the 2030 Agenda of Sustainable Development Goals (SDGs) in September 2015 and a process has been initiated for integrating SDGs into the national agenda, development plan and programme. An achievement of SDGs requires commitment at all levels supported by adequate resources and capacity. The province governments have also started preparing the SDGs baseline reports and SDGs friendly periodic plans. The National Planning Commission in addition to the model planning guideline has prepared resource materials on how to integrate the SDGs into the local plans and budgets. Building on this, a handbook will be developed for the local governments for them to guide on preparing their plans and budgets by internalizing the SDGs.

2.14.1. Implementation Arrangement

Planning Division/MoFAGA will coordinate with the National Planning Commission and other stakeholders to prepare and finalize the hand book on SDG localization.

2.14.2. Milestones

Prepared SDG localization hand book and disseminated to LGs.

Activity 2.15. Study on local taxation policy

One of the important sources of income of the local government is own revenue which comprises property/house tax, professional tax, vehicle tax, tax on agricultural product, tax on livestock, fees and other non-tax revenues. The constitution has given rights to local governments to impose taxes. The standard principles of taxation are equity, efficiency, visibility, local autonomy, economy, revenue sharing, revenue stability and immobile tax base. Furthermore, characteristics such as local political accountability, tax base immobility, revenue adequacy, and revenue stability visibility of tax base, perceived fairness of tax and ease of administration should be considered in taxation policy. Any local tax should be visible and large enough to impose a noticeable burden and it should be easy and economical to administer. It is planned to study local taxation policy on the basis of above principles and characteristics of taxation.

2.15.1. Implementation Arrangement

The study on local taxation policy will be conducted in coordination with the National Natural Resources and Fiscal Commission, LG associations. A workshop will be organized to share the findings of the study with stakeholders.

2.15.2. Milestones

Prepared a study report on local taxation policy.

Activity 2.16. Develop communication package for PLGSP for wider sharing and communication

The PLGSP communication package, including flyers, success stories, websites, newsletters, magazines, short videos, YouTube, bulletins and leaflets, will help inform the general public as well as target audiences about the intention of the programme, results envisaged, and progress made. Being a framework program for strengthening provincial and local governance in Nepal, PLGSP will develop various communication packages showcasing the joint initiative between the Government of Nepal and development partners. Hence, it is planned to develop a communication package for PLGSP.

2.16.1. Implementation arrangement

The activity will be implemented under TA support. To help increase the consistent understanding and importance of PLGSP in the changing context of federalism, the package will be used and disseminated through traditional and social media, for example when national, provincial or local level events take place, involving elected representatives, administrative staff, civil society organizations and media.

2.16.2. Milestone

Developed and disseminated a communication package for PLGSP which will increase the visibility of the program to the stakeholders

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

As per the provision in the constitution, municipalities and rural municipalities are responsible to provide services to local people in more than 23 service areas including the service related to disaster management. Moreover, municipalities and rural municipalities are also responsible to establish coordination with other agencies including I/NGOs in the distribution of relief materials to local people affected by natural disasters such as pandemic Covid-19, cholera, flood, earthquake etc. Information on spatial distribution/supply chain at the local level will help to understand agencies involved in the distribution of relief materials to affected people which in turn will help to mobilize resources timely and effectively during the outbreak of epidemic such as COVID -19.

2.17.1. Implementation Arrangement

The Programme Coordination Unit in coordination with municipalities and rural municipalities will prepare a framework/template to facilitate LGs to identify service centers and its clients along with its explicit supply chain.

2.17.2. Milestones

Prepared a framework on local level spatial distribution/supply chain.

Activity 2.18. Conduct mapping of donor support in the area of federal governance

To offer an in-depth overview of the important characteristics of DP's engagement including objectives and approach, areas of implementation and the total budget by project, PLGSP envisages conducting a mapping of DP support in the area of federalism in Nepal. Building on already ongoing initiatives undertaken by the Federalism Working Group, the mapping will provide information on funding and technical assistance being delivered for strengthening provincial and local governance, in order to create synergies and avoid duplication of efforts going forward.

2.18.1. Implementation arrangement

A consultant will be mobilized to carry out the mapping and prepare a report, that includes a coordination strategy to be adopted for strengthening synergies among diverse actors working in the area of federalism.

2.18.2. Milestone

Prepared report on donor mapping with coordination strategy to be adopted in the area of federalism

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

Appropriate public expenditure management can help to improve the reliability and integrity of financial and non-financial information, improve the effectiveness and efficiency of operations, enhance the reliability of internal and external reporting and promote compliance with laws and regulations. Important features of public expenditure management are control environment, risk assessment, control activities, information & reporting and monitoring. At present there is no proper public expenditure management and standard in local government. It is planned to develop operational guidelines on public expenditure management and standards for local government by considering important features to promote compliance with laws and regulations. It maintains the norms of public expenditure and operational guideline orient to user that supports to minimize the fiduciary risk on public expenditure management.

2.19.1. Implementation Arrangement

The Programme Coordination Unit will develop model operational guidelines on public expenditure management and standard for local government in consultation with the Public Procurement Monitoring Office and Financial Comptroller General Office. A consultative workshop will be organized for feedback from stakeholders on the draft report.

2.19.2. Milestone

Prepared model operational guideline on public expenditure management standards for LG

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

There are a number of projects and programmes implemented in the area of governances in Nepal. It is felt necessary to conduct a stock taking study on tools and products prepared and used by different programmes. The stock taking will thoroughly review the different federalism support programs currently being implemented in Nepal and provide an overview of tools and products prepared and used by federal government ministries, provincial and local governments, and DPs. The stock-taking initiative will provide a status update of the work of key stakeholders, including their current engagement and different tools and products developed, such as assessment, planning evaluation success cases, guidelines or knowledge management which might be worthy to upscale. Thus, this stock taking activity is planned under TA support.

2.20.1. Implementation arrangement

A consultant will be mobilized to carry out the stock taking study and prepare a report that includes recommendations for a way forward in terms of possibly upscaling or revising existing tools and products.

2.20.2. Milestone

Prepared report on stock taking of tools and product developed /used by government and DPs

Activity 2.21. Develop audit arrear clearance strategy

Internal control and internal audit are two components of public financial management to control audit arrears and fiduciary risks. At present internal control and internal audit are yet to implement effectively in local governments. Furthermore, the public expenditure management system in local government is yet to make functional to control fiduciary risks and audit arrear. In the absence of proper internal control and internal audit system in local governments, it is likely to have substantial amounts of audit arrear. In order to settle audit arrear properly and timely it is necessary to have an audit arrear clearance policy.

2.21.1. Implementation Arrangement

The Programme Coordination Unit in consultation with the Office of the Auditor General and Financial Comptroller General will prepare an audit clearance strategy. Audit clearance strategy will be users' friendly and it will be prepared through a consultative process.

2.21.2. Milestones

Prepared Audit arrear clearance strategy

Activity 2.22. Facilitate PCGG / LG in formulation of Periodic Plans

PCGG will be facilitating the process of periodic plan preparation through mobilizing required experts. On the top of that MOFAGA will also facilitate PCGG in the process so that the periodic plan preparation covers the scope on the subject matter, process, methodology and meets the requirements of guideline and templates used by national and provincial planning commissions.

2.22.1. Implementation arrangement

PCGG in coordination MOFAGA will conduct the activity.

2.22.2. Milestones

Prepared periodic plans by local government with the facilitation of MoFAGA on need basis

Output 3. Inter government administrative mechanisms strengthened and functional.

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

As specified by Article 234 of the constitution, an Inter-Provincial Coordination Council (IPCC) is to settle disputes of political nature between the federal government and provincial governments, and among the provincial governments. Based on the decisions taken by IPCC the detailed implementation plan with responsible agencies will be developed.

3.1.1. Implementation Arrangement

The Office of the Prime Minister and Council of Ministers will lead the process in coordination with MoFAGA/PCU.

3.1.2. Milestone

Prepared and implemented plans of the decisions of the IPCC meetings

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

While practicing the federal system of governance, different disputes and misunderstandings may arise among the different tiers of governments. The study will be carried out to identify such issues with its possible options for resolution.

3.2.1. Implementation Arrangement

The Office of the Prime Minister and Council of Ministers in coordination with PCU will conduct the study. An interaction workshop will be organized to share the findings.

3.2.2. Milestone

Prepared and disseminated the study report on the findings.

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

The Programme Coordination Unit is required to organize NSC, NEC, TASC meetings to approve ASIP, TA work plan and policy guidelines.

3.3.1. Implementation Arrangement

The Programme Coordination Unit will organize NSC and NEC meetings on biannual basis and TASC meeting on trimester basis. The meeting minutes will be prepared and shared to stakeholders. A tentative calendar of meetings will be prepared.

3.3.2. Milestone

Organized NSC, NEC, fiduciary risk management, TASC and consultative meetings with federal agencies and distributed meeting minutes.

Activity 3.4. Organize consultative workshop at province level with officials of the provincial and local governments

Issues related to intergovernmental coordination and collaboration, revenue sharing, and natural resources sharing between three tiers of government and among local governments needs to be resolved through discussion and consultation. A consultative workshop is the best forum to discuss federal issues and to develop appropriate policy.

3.4.1. Implementation Arrangement

The planning section/MoFAGA will organize provincial level workshops on exchange of learning and experience sharing among the PLGs.

3.4.2. Milestones

Organized consultative workshops in all provinces.

Activity 3.5. Organize seminars/workshops on information technology and public financial management.

A seminar on information technology and public financial management is planned to share the innovative ideas and approaches among stakeholders. The seminar will be organized virtually or in-person in the context of COVID. Additionally, e-learning tools, online webinars, and meetings will be used for sharing knowledge in IT and PFM. The personnel/experts from FCGO, PCU, PPIU, PCGG and local governments and other relevant organizations will be the participants. The seminar will focus on the latest development at national and international level in the area of IT and public financial management focusing on service delivery at the local level.

3.5.1. Implementation Arrangement

The Programme Coordination Unit will identify appropriate topics for seminar on information technology and public financial management in consultation with the federal ministry and Financial Comptroller General Office. PPIU in consultation with OCMCM will lead in organizing and facilitating the seminar.

3.5.2. Milestones

Organized 2 seminars on IT and PFM

Activity 3.6. Conduct validation workshop on system tools/guidelines prepared by PG/LG, PPIU, PCGG

PCU will organize 24 validation meetings/workshops at National level to ensure the quality and consistency of the different tools, systems and guidelines prepared by Province and Local governments & PPIU and PCGG. Number of specialists and experts in different thematic areas, representatives from concerned government line agencies and civil society organizations will be invited to review and validate these tools, systems and guidelines.

3.6.1. Implementation arrangement

PCU in close coordination and collaboration with different government line agencies will plan and detail out the process of the meeting/workshop. The system tools/guidelines to be reviewed in the meeting shall be distributed in advance to allow participants to read review properly.

3.6.2. Milestones

Validated tools and guidelines developed by PG/LGs through at least 24 validation meetings/ workshops at national level.

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

With the start of the federal system in Nepal, the role of district development committees (DDCs) has been questioned on different floors. It has been realized to clarify the role of DDC on monitoring of the development works at the local level and also the other coordination roles it can play to improve the performance of local development initiatives. It is thus planned to organize interaction and experience sharing workshops at the national level. Representatives of local government associations, relevant line ministries and agencies including national planning commission will be the key participants of the workshop. The workshop will discuss monitoring and other roles of the DDC in the local development.

3.7.1. Implementation arrangement

PCU in coordination with MoFAGA relevant division will organize the workshop. PCU will prepare a detailed scope of the workshop and will document and disseminate the outcome of the workshop.

3.7.2. Milestones

Conducted at least two national level workshops.

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

The PLGs are envisaged to have efficient, effective, inclusive and accountable institutions through the accomplishments of four outputs related to PGs (output 4 - 7) and five outputs related to LGs (output 8 - 12) under this outcome. The successful implementation of activities proposed for the FY 2020/21 will contribute to institutional strengthening of the PGs and its agencies, including the PCGG to make them functional, inclusive and accountable towards their citizens. Additionally, the contribution will be in the overall enhancement of effectiveness of the PGs. Detailed plan of activities, implementation arrangement and targeted milestones under each output is provided below.

Output 4. Provincial governments drafted legislation in a consultative manner

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

Effective and successful implementation of federalism requires a significant number of legislations and guidelines. This includes laws to assign expenditure, revenue, and public administration responsibilities and to enable the issuance of necessary laws at the provincial and local government levels. Until now, the PGs have formulated several legislations of their own. However, there might be a lack of consistency. Therefore, this activity will support the PGs to (i) review and revise the existing laws (ii) compare the existing law practiced by different PGs (iii) formulate essential law of their priority and (iv) develop operational guidelines /templates for bringing more clarities in implementing the devolved functions in an effective way. Review of existing laws, regulations and guidelines will be as per the needs and priority of the provincial governments.

4.1.1. Implementation Arrangement

The Provincial Programme Implementation Units (PPIUs) in consultation with concerned provincial ministries will carry out the activities. Review of laws and formulation of guidelines including prioritization of laws/acts that need review will be conducted in a consultative way. Based on need laws on concurrent and exclusive powers will also be drafted. In the process, Attorney General of Province, Ministry of Internal Affairs and Law and other relevant stakeholders will be consulted. In addition, other activities including workshop for collecting feedback, orientation to the law formulating committee to better aware them on the process and procedure of the law revisions and printing of drafted/amended laws will also be carried out. PPIUs will facilitate the organization of workshops/orientations as and when necessary during the review and formulation of provincial Acts and regulations. Drafted laws will be forwarded to the Provincial Assembly for review and approval through the proper channel by the Ministry of Internal Affairs and Law.

4.1.2. Milestones

Revised 23 Laws and 3 regulations

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

The local governments have formulated several Acts and regulations of their own to carry out their functions as provisioned in the constitution. It is necessary to review the existing Acts and regulations adopted by local governments in order to better align with the spirit of constitution and provide services to citizens in an efficient and effective way. Thus, it is planned to review existing acts and regulations prepared by LGs and provide feedback to LGs for improvement.

4.2.1. Implementation Arrangement

PPIU will facilitate the review of existing Act by outsourcing the legal expertise in consultation with the MoIAL, Provincial Attorney General, LGs, LG Association. This will support the LGs to review and amend the legislations for better policy coherence among the three tires of governments.

4.2.2. Milestones

Reviewed at least 20 Laws of LGs

Activity 4.3. Draft model Acts/Regulations of LGs in a consultative manner

The constitution of Nepal has provisioned exclusive and concurrent powers to all three levels of government. In this regard, provincial and local governments have to formulate and exercise the necessary Acts and Laws to perform the devolved function effectively. Preparing basic legal framework under the concurrent powers requires a series of consultations between the PGs and LGs and also with the LG's Associations. However, the LGs may draft and endorse their own Act/Regulations under the exclusive powers. Since this federalism is completely a new practice, many LGs lack the experiences as well as capacity to develop a legal base of their own, which has resulted in a small number of Act/Regulation till now. Therefore, supporting LGs in drafting laws comes to be a top priority of PLGSP. In this connection, PLGSP has planned to support the LGs by serving model Act/Regulation/Guidelines and as well as enhance the capacity of LGs through drafting orientation and training. This dual approach therefore would be instrumental for the LGs to prepare their own legislative framework in the long run.

4.3.1. Implementation arrangement

The Provincial Programme Implementation Units (PPIU) in consultation with MoIAL and other concerned key stakeholders will identify the priority list of model laws that are essential in the time and outsource legal expertise for drafting the model Acts/Regulations. The model Act/Regulations will be further standardized by MoIAL and Provincial Attorney General and will serve the LGs. In addition to this, the LGs will also be enabled to draft Act/Regulation/Directives thru the different legal base training and orientation by PCGG.

4.3.2. Milestones

Formulated at least 2 model laws for LGs

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

Activity 5.1. Mainstream GESI in provincial governments

GESI Mainstreaming is the process of assessing and ensuring that planned action, legislation, policies or programs at all levels have used GESI disaggregated data and information in terms of targeting and addressing their immediate and strategic needs. The PLGSP aims to make sure to mainstream GESI at provincial level right from the start in all governance systems, procedures and processes and at every stage of program implementation, monitoring/evaluation and reporting. It is planned to conduct a GESI audit of the six provincial governments this year. This will identify the existing gap in the policy, programme & budget, monitoring and evaluation of the provincial government and the way forward to mainstream GESI.

5.1.1. Implementation arrangement

PLGSP will coordinate PGs to identify GESI focal persons who will be supported by training in applying GESI tools. The PPIU in consultation with the OCMCM and MoSD will hire independent external experts or firms as deemed appropriate. The PPIU will serve technical backstopping service to GESI focal persons of PG on a regular basis. The findings of the GESI audit will be taken on discussion in different floors to sensitize the PGs for mainstreaming GESI in all aspects of the programme including planning, budgeting, monitoring and reporting and as well as formulating policies.

5.1.2. Milestones

Conducted GESI audit and mainstreamed GESI in 7 PGs

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

Gender Response Budget (GRB) is about ensuring that the government budget, policies and programs addresses the needs and interests of men, women, and individuals that belong to different social groups. Thus, GRB makes sure that gender and social inclusion perspective is well integrated into all steps of planning, budget process and subsequently on reports so that Provincial governments categorize and allocate their program budget to support and promote gender equality through acknowledging the need, priority and experiences of women and men. However, the officials and elected representatives of the provincial government do not have sufficient knowledge on GRB. Therefore, this activity intends to enhance the understanding level of officials/representatives of PG ministries in GRB.

5.2.1. Implementation Arrangement

The Provincial Programme Implementation Units (PPIU) in consultation with the Ministry of Social Development (MoSD) and PCGG, will organize the orientation for elected representatives and PGs' staff on GRB. Along with that, the PPIU will extend technical support to Provincial Ministries in mainstreaming GESI strategies set by GoN.

5.2.2. Milestones

Organized orientation on GRB to 30 officials of PG ministries and offices in Karnali Province

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

Organizing the Provincial Coordination Council at least once in a year is a legal (Clause 105 LGOA) provision. The inner spirit of this provision is to consult on the issues (dividend of resources, consultation on formulating law/act/guideline on exclusive powers, identifying strategic areas for mutual benefit, developing functional relationship & policy uniformity, resolving political as well as other issues if any) between provincial and local governments. Besides, this council meeting would tie up the functional relationship and linkage in planning, managing development activities between the provincial and local governments. Therefore, this proposed activity is essential to orient the PCC to attaining its inner objectives. This activity will support OCMCM to make the meeting effective in setting agendas and giving resolutions. This activity will further entail other sub activities prior and after the PCC meeting. In this connection, the PPIU will support in strengthening the PCC Secretariat at OCMCM, in drafting PCC operational guidelines, implementing the decisions, finding out the common issues, strengthening sectoral committees in PG and as well as minuting and disseminating the decisions to all concerned.

5.3.1. Implementation Arrangement

The OCMCM /PPIU will identify the issues/agendas to be discussed in PCC together with the consultation of LG, LG Associations and others that benefit all. In this connection, PPIU will develop a brief proposal along with a cost contribution scheme and expected outcomes for the implementation of PCC decisions for example joint working modalities between the PGs and LGs. Meeting minutes of the Provincial Coordination Council and Sectoral Committee will be widely disseminated to LG and PG ministries.

5.3.2. Milestone

- i) One PCC operational guideline prepared and approved by provincial cabinet in province 1
- ii) Seven sectoral committee organized regular meeting in province-1
- iii) One set of Program collaboration and implementation guidelines between PG and LG is prepared and approved
- iv) Provincial Coordination Council Meeting organized at least once in a year, minute distributed widely and decisions implemented in six provinces

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

The Provincial Coordination Committee provisioned under PLGSP will meet on a trimester basis to review the progress and address issues and problems encountered during the implementation. It is planned to involve other stakeholders like disaster risk management committees and their networks, Ministry of Social Development, other governance programmes on issue basis to harmonize the coordination for the development effectiveness. The knowledge products, information, systems and tools in the area of crisis management, GESI and governance will be shared to harmonize the learnings. In addition, the provincial technical committee meeting under the chair of the Provincial Secretary/Provincial Programme Director will also be activated that will coordinate and address the issues related to COVID -19 and others. At the federal level, for DRM related activities, MoFAGA will coordinate with the Ministry of Home Affairs and other concerned line ministries for the coordinated efforts on COVID-19 response and early recovery activities

In addition, PPIU/PCGG at the provincial level in coordination with the Ministry of Social Development at province will support and facilitate PLGs to use this GESI checklist to ensure that the COVID-19 response program and quarantines services in their area are gender sensitive, inclusive, safe and dignified.

5.4.1. Implementation arrangement

PPIU will coordinate the meeting including setting agendas, communicating to participants and facilitate the meeting. The decisions of the meeting will be documented and distributed to all concerned.

5.4.2. Milestones

Organized meetings of PCC PLGSP and minutes distributed on trimester basis in six provinces

Activity 5.5. Strengthen eight 8 district unit for -Beti Padhau , Beti Bachaau – gender sensitive government campaign of Province 2

Beti Padhau, Beti Bachaau – is a top priority programme of Province-2 Government. This programme is specifically focused on saving the lives of girls and ensuring the basic education for all girls of province 2. It is a joint programme of Provincial and Local governments and runs through district units. The OCMCM along with the Provincial Coordination Committee intends to create further synergy through PLGSP support and proposed to strengthen eight District Unit of Province-2 under PLGSP support. Therefore, strengthening the District Unit will contribute to girl education, reducing early /child marriage and reducing the domestic violences.

5.5.1. Implementation arrangement

PPIU/OCMPM will support the District Unit of Beti Padhau, Beti Bachaau thru providing basic logistics, updating and enable the unit in the documentation, information management and follow up of programme activities (vital registration, school enrollment, parent education, insure girls immediate after births and also to coordinate and report to OCMCM and LGs periodically).

5.5.2. Milestones

Established and strengthened 8 district units of Beti Padhau Beti Bachau in Province-2.

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

Transparency and accountability are two key elements of good governance. Under this activity it is planned to support provincial governments to publicize programmes and progress of provincial ministries to the citizens using different means of communication like periodic press meet, TV programs and publications. The message in the media will also include the initiatives of the provincial governments in responding to the needs of people caused by COVID-19.

5.6.1. Implementation arrangement

PPIU and PCGG will coordinate with the provincial governments to carry the planned activities.

5.6.2. Milestones

Disseminated programme and progress of PGs through media at least twice a year in five PGs and weekly TV programme in one Province.

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

Karnali and Sudurpaschim province have planned this activity mainly to enhance its public accountability and fiscal transparency, which is the basic thrust of governance. Hello CM program will be conducted on a weekly basis, which provides the citizens an avenue to report their grievances in regards to the performance and quality of PLGs and its services. Honorable CM will directly respond to any grievances of citizens including women, Dalit and other disadvantaged group of the people and will coordinate with concerned officials to address the concerns like caused from COVID- 19 crisis.

5.7.1. Implementation arrangement

PPIU in consultation with OCMCM will carry out the activity including hiring consulting service and others as per the procurement rule of GoN. The e-governance expert will facilitate the implementation and operationalizing the online system/mechanism through proper training and orientation to the concerned officials of OCMCM.

5.7.2. Milestone

OCMCM handled grievance cases on weekly basis through the online system installed in the office and disseminated the report in Karnali and Sudurpaschim Province

Activity 5.8. Update and execute accountability tools like public hearing

People's expectations have tremendously risen after the promulgation of the New Constitution. It has created a significant pressure on the provincial governments to be more accountable towards the citizens. Hence, this activity is planned to enable the PGs to be more accountable through introducing accountability measures that include public auditing, public hearing and social auditing. This activity hence, helps to improve people's access to information, engage more people in the development process and make the government more accountable towards the citizens. The main stakeholders/participants of the public hearing would be the representatives of province level disaster management committees, Women, Children and Senior Citizen office, associations of Dalit, Jannajati and disadvantaged group of the peoples and their organizations. This activity will further realize the responsibilities of the Provincial Government in responding to the ongoing COVID-19 crisis and its possible impacts to the citizens. The activity also includes the orientation to the officials and elected representatives on a responsive governance system.

5.8.1. Implementation arrangement

OCMCM/ PPIU will outsource accountability expertise, design Public Hearing, Public Auditing and Social Audit operating guidelines, orient the key officials and conduct the events in coordination with the respective provincial ministries. PPIU will coordinate with MoFAGA to learn about already developed practice and tools at federal level to harmonize the learning and upscaling tools.

5.8.2. Milestones:

- i) Conducted at least 4 public auditing and 8 public hearing, 2 social audit in five provinces,
- ii) civic oversight one event
- iii) staff and elected representatives trained on responsive governance system
- iv) Drafted guidelines on PH, PA, SA in PGs

Activity 5.9. Disseminate success cases & best practices of PLGSP

Documentation and dissemination of the best practices are important tools to share the learning and making improvements. There are best practices and success cases implemented by provincial and local governments upon which the citizen has expressed satisfactions. This includes service delivery practices, the products and services the PLGSP has delivered. This requires to be documented and shared widely so that others can also learn and gain benefits.

5.9.1. Implementation arrangement

PPIU in consultation with the Office of the Chief Minister and Council of Ministers will identify the potential cases for the documentation. Individual consultants will be mobilized to collect and document the cases. PLGSP has planned for a knowledge management portal as a part of Capacity Development MIS (CDMIS) to showcase and publicize the success cases and learning of PGs/LGs.

5.9.2. Milestones

Disseminated at least total three sets of best practices among LGs in Province -1, 5 and Sudurpaschim

Activity 5.10. Prepare SDG localization guideline with provincial target indicators and provincial poverty reduction paper

Sustainable Development Goal (SDG) is a priority of the Government of Nepal. Localizing the national SDG strategy at the province level requires conceptual clarity, data/information and targets against the indicators with sufficient GESI segregation at the provincial level. In the provinces, the SDG localization works are still found lagged due to lack of clarity, lack of required data/information and targets.

Hence, the SDG localization has been considered very important by five provinces and planned to prepare a guideline to localize it. In addition to this, the provincial governments do not have prepared a Provincial Poverty Reduction Strategy Paper (PPRSP) and is facing difficulties to coordinate development efforts towards uplifting the status of people living below the poverty line. The province-1 has planned to prepare PPRSP that will also integrate the needs of COVID-19 affected people.

5.10.1. Implementation arrangement

Before working on the SDG localization close consultation will be held with UNDP which is coordinating the SDG localization in Nepal. Building on the efforts already made, strategies and activities will be formulated to avoid duplication and ambiguity in the process.

PPIU and PCGG in consultation with Provincial Planning Commission (PPC), National Planning Commission, MoFAGA, will facilitate the implementation process and will assure the quality of the work. Workshops and interactions will be organized with relevant stakeholders to share and receive inputs to finalize the task.

5.10.2. Milestones

- i) Prepared SDG localization guideline in five provinces, and
- ii) SDG localization guideline along with poverty reduction strategy paper in Province 1

Activity 5.11. Reform governance system (digitizing regular services of PG and ministries)

The Bagmati province plans to improve service delivery by digitizing the traditional service delivery approach of provincial transportation offices and small & cottage industry offices. The province plans to make digital citizen charter, allow beneficiaries to apply online for service, track online the progress of applied services, keep an online archive of beneficiary's documents and history of service delivery. This will also help respective offices in efficiently managing beneficiaries' request for services, their documents and reporting.

5.11.1. Implementation arrangement

The Provincial Programme Implementation Unit in consultation with the Office of the Chief Minister and Council of Ministers as well as provincial ministries will implement the proposed activity and assure the quality of work. A series of consultative workshops will be organized to discuss and finalize the strategy and scope of digitizing the service delivery process.

5.11.2. Milestones

Digitized service delivery of transport and small & cottage industry office in Bagmati province

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

The COVID-19 has greatly affected the socio-economic condition of the people. Effect on women, disadvantaged group, disabled, excluded and economically deprived is further exacerbated by social, structural and cultural discrimination including gender-based violence. There is a need to plan and recover the socio-economic condition of the people in Gender and social inclusion sensitive way. Three provinces have proposed to carry a study on the impact of COVID-19 specially on the employment sector assessing future opportunity to recover. The study will use the assessment framework and guidelines to prepare a recovery plan already developed and tested by MoFAGA/PLGSP. The activity will cover consultative meetings and workshops to receive feedback on the process as well as on the findings with ways forwards.

5.12.1. Implementation Arrangement

OCMCM/PPIU will sit together with the PG Ministries /entities, District Disaster Relief Committee, Chamber of Commerce and Industry and other stakeholders to work out an appropriate method to conduct COVID-19 impact study. MoFAGA will provide support and ensure the activity will not duplicate the work already

done on COVID-19 need assessment and recovery plan preparation for the Local governments. PPIU in coordination with PCGG will implement the activity and assure the quality.

5.12.2. Milestones

Prepared report on effect of COVID-19 with recommendations to recover in Province-2, 5, Sudurpaschim PGs

Output 6. PGs manage provincial public administration functions more effectively

Activity 6.1. Develop IT based management system in OCMCMs

Optimum use of IT in public service delivery is the national policy and the need for quality and transparent services. This not only speeds public services, but also reduces the cost of services, saves time and builds trust over the development administration. So, this activity aims to increase the use of IT applications through, establishment of telepresence set (online communication and collaboration), digital citizen charter, office automation system (file registration and dispatch- *darta, chalani*, file tracking etc.), and development of an e-library, establishment of plan/project monitoring and tracking system.

6.1.1. Implementation arrangement

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

6.1.2. Milestones

- i) Established telepresence set, digital citizen charter in OCMCM, office automation, e-library- province 1
- ii) Installed office management system in OCMCM in province 2
- iii) Developed IT based management system in OCMCMs in Bagmati province
- iv) PGs introduced progress tracking, monitoring and reporting e-governance management system – Sudurpaschim province
- v) Strengthened information system in Gandaki province and in Province -5
- vi) Established IT based service delivery system in Karnali province

Activity 6.2. Strengthen public financial management system of PGs

The public finance management systems need to be well established and strengthened for data integration, public accountability and fiscal transparency in order to minimize fiduciary risks at the provincial level. The provincial governments have still adopted the old accounting system, which is not transparent and accountable to the beneficiaries and ultimately realized to replace the system. There is a high need for use of advanced accounting software in day to day operation of financial management activities. To replace the old accounting system, the Central Government Account System (C-GAS) is planned to be introduced at the provincial government level. Similarly, Nepal Public Sector Accounting Standard (NPSAS) is an accounting standard which is developed in collaboration between FCGO, Auditing Standard Board and ICAN. NPSAS provides for accounting and reporting of financial information in general purpose financial statements to be issued by the government entities based on cash basis of accounting. Financial Management Information Systems (FMIS) supports the automation and integration of public financial management processes including budget formulation, execution, accounting and reporting.

Hence, to improve the public financial management system in PGs, it is proposed to enhance the capacity of finance staff for adoption and make operational C-GAS. Further, orientation on NAPSAS, FMIS and procurement will be organized to ensure a public finance management system of PG effective, accountable and transparent.

6.2.1. Implementation Arrangement

PPIU/OCMCM in consultation with MoEAP, PTCO, FCGO and PPMO develop the orientation schedule and identify the resource person from FCGO and MoF. Two days orientation workshop will be organized in lead by MoEAP.

6.2.2. Milestones

- i) improved public financial management system in PG of Province-1, Province-5 and Sudurpaschim
- ii) Oriented 75 staff on PFM in PGs of PProvince-1, Province-5 and Sudurpaschim

Activity 6.3. Update website of PGs

PLGSP had supported development and operation of content management system (CMS) based websites, with common template for OCMCM, provincial ministries and other agencies of all provinces. Provincial staff are yet to be oriented on its website operation, and provincial offices want to re-configure and redesign the website to meet their custom needs. With this activity, three provincial governments plan to continue the operation of the website, however by updating, customizing and revising the websites as per their custom needs, and provide technical orientation to their staff.

6.3.1. Implementation arrangement

IT section of OCMCM and IT Expert will assist PG to update the websites. PPIU will coordinate the implementation of the activity.

6.3.2. Milestone

Updated Website of PGs in Province-1, Province-5, Karnali and Sudurpaschim Province

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

Managing public service delivery is the top most priority action for all levels of government which can build a smooth trusty relationship with citizens. Establishment of effective, transparent and quality service delivery mechanisms is very important to the provincial and local government. Therefore, the Provincial Governments have proposed the program to develop service delivery standards for PG and LG. This activity includes conducting the citizen satisfaction survey, collecting inputs and establishing Information Communication System (ICS) and conducting management audit.

6.4.1. Implementation arrangement

The Provincial Programme Implementation Units will carry out activities in consultation with line ministries and develop the TOR for experts to formulate the Public Service Delivery Standards, conduct the ICS and Management Audit in PG. The thematic experts share the first draft of the standard and finalize the standards and reports incorporating the extended comments and inputs from stakeholders.

6.4.2. Milestones

- a) Public Service Delivery Standards for PG and LG prepared and oriented provincial stakeholders.
- b) PG conducted one event of Citizen Monitoring/survey.
- c) ICS established in PG and Management Audit conducted in one PG.

Activity 6.5. Formulate fiscal good governance strategy of PGs

The provincial governments need to come forward with strong 'anti-corruption' and fiduciary risk minimizing policies including budgetary monitoring and action plans to operationalize them. It will help make the provincial governments responsible to their electorates but also to other two levels of governments and to general citizens by institutionalizing effective and transparent fiscal management.

6.5.1. Implementation arrangement

The OCMCM with the support of PPIU will organize a workshop with the participation of all sectoral ministries to identify the key issues/challenges and way forwards to minimize the financial irregularities. Based on the findings the action plan of anti-corruption and fiduciary risk reduction will be prepared and implemented in PLGs.

6.5.2. Milestone

Developed and approved anti-corruption action plan in Sudurpaschim and, Fiduciary Risk Reduction Strategy (FRRS) and Fiduciary Risk Reduction Action Plan (FRRAP) in Province-2.

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

Storing all employee attendance and leave management records not only helps to proper management of personnel systems, rather it compels the staff member to work in a disciplined way and be present in his/her work and deliver the services in a timely manner. E-attendance has been common these days but many PLGs still lack this facility. Thus, it is planned to introduce e-attendance system which will create a conducive environment to monitor the attendance of the staff and relate it to their payment and performance improvement. Moreover, this will support to take timely actions, decisions and improve service delivery.

6.6.1. Implementation Arrangement:

OCMCM /PPIU will first identify 5-10 LGs of the southern border area in province-2. The IT Expert of the PPIU will prepare a specification of E-attendance equipment and accessories and ensure some cost contribution from respective LGs. OCMCM/PPIU will purchase the equipment /accessories, install that to selected LGs and orient the responsible staff member for its smooth operation of E-Attendance systems.

6.6.2. Milestone

Introduced and used e-attendance system in 7 provincial ministries in Karnali, and Each one LG of 8 district in Province -2

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

This activity has been specifically planned by Gandaki Province to encourage private sectors and foreign investors for investment in the province. The World Bank (WB) prepares an Environment of "Doing Business" report of various countries annually on different 10 indicators. Nepal ranked 94th in economic sector as per World bank report 2020. The World Bank 2020 report further reveals that Nepal's scores in dealing with construction permits, getting electricity, getting credit, trading across borders, and enforcing contracts have improved while the scores decreased in starting a business, registering property, and paying taxes. In the changing context, it is important that PGs should create a conducive environment for "Doing Business" for overall inclusive Local Economic Development (LED). Thus, Gandaki Province has proposed to conduct the study of "Doing Business", which is a continued programme of FY 2019/20, to find out the situation of the environment in Doing Business and enable the investment friendly development in the province.

6.7.1. Implementation Arrangement.

PPIU in close coordination with OCMCM will prepare concept notes with detailed TOR and consultants will be selected through open bidding to carry out the study. PPIU and OCMCM will be engaged throughout the study process to ensure the quality and relevancy of the study.

6.7.2. Milestone

Completed study of "Doing business" in Gandaki Province

Activity 6.8. Formulation and publication of feasibility study and DPR Guidelines for LG

This activity has been planned by Gandaki province with the objective to support and facilitate the effective implementation and sustainability of the project.

As per their jurisdiction, the Provincial and Local Governments need to implement various infrastructure projects for economic development of the people. As per government policy and procurement guidelines, projects costing more than a certain amount of Nepali Rupees need to conduct feasibility study and prepare a detailed Project Report (DPR). However, all Local Governments do not have the required expertise and resources to carry out the feasibility study and DPR. Thus, many LGs implement the projects without conducting feasibility study/DPR. Considering the facts, Gandaki Province has planned and proposed to formulate guidelines to conduct feasibility study and DPR, which will help all LGs to carry out feasibility study and DPR of the projects implemented at local level.

6.8.1. Implementation arrangement

PPIU in close coordination with PPC and OCMCM will prepare concept notes and detailed TOR for this activity. Qualified and competent consultants will be selected through a competitive bidding process to carry out the activity. PPIU and PPC will be engaged and provide required guidance to the consultant/consulting company to make sure the quality of the study and report.

6.8.2. Milestone

Formulated, published and disseminated a guideline on conducting feasibility study and prepared Detailed Project Report (DPR) for LGs's use in Gandaki Province.

Activity 6.9. Carry Provincial public service announcement through media

Province Governments are responsible to perform various duties and responsibilities as the constitution has devolved both Exclusive and Concurrent powers to P/LGs. In order to disseminate information and to get the feedback/suggestions from citizens, use of Mass and electronic media is very effective both in dissemination and to reach a large range of population. Thus, PLGSP will develop various Public service announcements (PSA) in different thematic areas as well as on the services to be delivered through PLGs. The Provincial Government will design and develop different PSAs based on their needs and context in different local languages. These PSAs will be published, aired and broadcast through different channels of communication i.e. paper, radio, television and social media etc. The priorities of the provincial government in responding to the immediate needs of the people caused by COVID-19 will also be included in the PSA. Such activities will help to facilitate in strengthening the governance system and maintaining strong relationships between the government & citizens.

6.9.1. Implementation arrangement

PPIU in close coordination with OCMCM and PCC will design and develop PSAs in different themes based on their need and context in different local languages.

6.9.2. Milestone

Developed and announced PSAs in different thematic areas in Gandaki Province

Activity 6.10. Develop human resource plan and training policy

After the enactment of Local Government Operation Act (LGOA) 2074, there has always been an issue that Province and Local Governments lack staff to perform their duties and responsibilities. Moreover, there is a high shortage of technical staff in most prioritized sectors: Agriculture, Health and Engineering of Local Governments. As per mandatory provision by constitution and LGOA, both Province and Local Governments need to formulate Short-Medium-Long Term Human Resource (HR) Plans and training policy. Thus, this activity has been planned to support the Provincial Government to develop PG's HR plan in order to implement various plans and deliver effective services to the citizens, projection of Human Resources in P/LGs.

6.10.1. Implementation arrangement

PPIU, in consultation with the Province Policy and Planning Commission, will prepare a concept paper with detailed ToR for the open bidding process to select the competent and qualified consultant. Accordingly, the selected consultant will conduct the proposed activity in close coordination with PPIU and Province Policy & Planning Commission.

6.10.2. Milestone

Developed and approved Human resource plan and training policy in PGs of Province-2, Bagmati and Gandaki Province

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

The constitution of Nepal provisioned Provincial Public Service Commission to conduct examinations for selecting suitable candidates for various positions in the Provincial Civil service. The PPC have requested PLGSP to support the Provincial Public Service Commission (PPSC) through providing technical support in developing different guidelines, formats and frameworks including strategy and policy paper.

6.11.1. Implementation arrangement

PPIU and PCGG in coordination with OCMCM/PPC will purchase the expert service as per the procurement rule of GoN to provide technical support to PPSC to develop necessary guidelines and formats.

6.11.2. Milestone

Developed necessary guidelines and formats for the use of PPSC in Karnali Province

Activity 6.12. Provincial Civil Service Information system established and operationalized

The National Personal Information System Office has developed and adopted software to establish personal information systems of federal level staff but it is yet to establish for province and local governments' staff. It is planned to develop a similar system with required adaptation for the province in close coordination with concerned federal agencies.

6.12.1. Implementation Arrangement:

PPIU/OCMCM in coordination with the Programme Coordination Unit and the National Personal Information Office will mobilize consultants to develop Personal Information System software for provincial and local governments' staff and to link with federal level PIS. The OCMCM will install this system in its premises. The documentation of all provincial staff will be maintained at the OCMCM.

6.12.2. Milestone

Operationalized PIS system in Karnali and Sudurpaschim province

Activity 6.13. Strengthen Planning and Budgeting System in PGs

The proper planning, budgeting and monitoring system need to be established and strengthened in PGs with close coordination with all concerned ministries and officials. During the period province level ministries and agencies are not fully able to formulate proper planning and budgeting on its basic principles. The PGs officials need a guideline and orientation/training on it to operationalize. It is thus planned to develop planning, budgeting and monitoring systems in PG to minimize the duplication of resources and maintain financial disciplines. It will be done in coordination with the national planning commission to build on already developed frameworks/guidelines and align with the national policy and practices.

In addition, the Provincial Planning Commission (PPC) needs sufficient and qualified human resources to prepare policy papers. Currently there are limited staff working in the PPC where the challenge is raised to develop sector wise implementation framework. The PPC have requested PLGSP for a support of technical experts to assist in developing different basic modules and frameworks including developing strategy and policy paper on important areas within the scope of PG. Numbers of sharing workshops and consultative meetings will be organized to accomplish the activity.

6.13.1. Implementation Arrangement:

PPC in consultation with PPIU/OCMCM will recruit high level planning experts on a short-term basis. PPC will mobilize the experts and report to OCMCM/PPIU on the progress. OCMCM and PPC will identify the important areas to develop the strategy and policy paper for PG. The preparation of the planning and budgeting system and policy paper will be done in a consultative process incorporating the opinions of relevant stakeholders and agencies at the province level.

6.13.2. Milestones

- i) Prepared and implemented Planning and Budgeting guidelines in Province-1 and Sudurpaschim Province
- ii) Developed one strategy and policy paper on important areas of works of Provincial government in provincial planning commission of province-1

Activity 6.14. Conduct capacity development training for IT Officer/computer officer of PG Ministries

Optimum use of IT in public service delivery is the national policy and the need for quality and transparent services. Provincial governments are gradually moving towards digitization. The concept of IT based service delivery is being realized by PG ministries. However there still is huge scope for improvement. Use of IT applications including office automation is yet to come in practice. It is realized that the cabinet process of the Provincial Minister of Council needs to be systematized in a changed context. Together with this, this activity also aims to enhance the IT capacity of IT Officer and Computer Operator of Provincial Ministries.

6.14.1. Implementation Arrangement

The OCMCM/PPIU will develop a detailed ToR specifying the scope of the work for outsourcing experts to conduct the proposed activity. Specification will be prepared based on the standard norms and get that approved from the OCMCM. For the smooth operation of the automation the IT officers and computer operators or provincial Ministries will provide training.

6.14.2. Milestone

24 staff trained on IT and computer in Province-2

Activity 6.15. Develop internal control system for PGs and execute it

As per the provision in the financial procedure and accountability Act 2074 (clause 31), all provincial and local governments are required to establish and manage internal control systems. The provincial governments still have not completed establishment of systems and tools for administrative management. To assist the Provincial governments to perform their functions transparently and effectively, an internal control system needed to establish in their administrative system. Thus, it is planned to develop an internal control system in Bagmati and Sudurpaschim province.

6.15.1. Implementation Arrangement

The PPIU /PCGG in consultation with the provincial treasury controller office will carry out the activity including drafting tor, hiring consultants as per the GoN procurement rule and ensure the guidelines will be of high quality. Besides, PCGG provides orientation to experts before deploying them in the PG.

6.15.2. Milestone

Prepared and implemented internal control system in Bagmati and Sudurpaschim Province

Activity 6.16. Organize workshop on important issues of federalism

A high-level workshop will be organized at the provincial level to discuss the issues of federalism and economic development. This workshop will highlight the present scenario of federalism process, issues associated at three levels of the governments and based on that trace the way forwards with prioritized

actions to better implement the federal system in the spirit of the constitution of Nepal. In addition, the workshop will also identify the key socio-economic potentials and challenges in the federal system.

6.16.1. Implementation Arrangement:

The OCMCM/PPIU / PCGG in coordination with MoFAGA will develop a detailed concept of the workshop including process, participants, guest speakers etc. PPIU/PCGG will document and disseminate the proceeding of the workshop for sharing at a wider level.

6.16.2. Milestone

Organized 4 workshop and published proceedings in province-5 and Sudurpaschim Province

Activity 6.17. Conduct Organization & Management study of PG

Under the federal system various authorities, roles and responsibilities have been devolved to the Provincial governments. The organization and management system of PG is yet to be strengthened towards assuming the devolved responsibilities. Therefore, a systematic study of an organization's structure, responsibilities, procedures, management and control is required to guide the organization towards assuming the devolved function and attaining its organizational aims. Based on this principle, one PG has completed O&M study in 2019/20 and the other Provincial Governments have planned for 2020/21 for the provincial ministries and entities. The finding of O & M study will guide to improve the existing organizational set up and administrative management towards achieving the objectives of Provincial governments and selected ministries.

6.17.1. Implementation arrangement

PPIU and PPGG in coordination with OCMCM will facilitate to conduct the study by outsourcing external independent suitable service provider agency/form

6.17.2. Milestone

Conducted O&M study of PG and study report published in Province-2, Province-5 and Sudurpaschim Province

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

This activity has been planned to provide an opportunity to PCC members/officials to learn and share through exposure visits in other PLGSP implemented provinces so that they can visit, meet and interact with each other and learn about best practices that can be adapted and rolled-out later in their context. In addition, the visit will enable PCC officials to develop a horizontal linkage and coordination promoting cross learning for improved performance.

6.18.1. Implementation arrangement

PPIU together with OCMCM will explore possible areas for the visit in consultation with PCC officials. PPIU will prepare a detailed proposal with the clear objective of the learning through exchange of experiences and documentation to share widely.

6.18.2. Milestone

Conducted exposure visit for PCC member and Senior Officials of OCMCM in Province-1, Province -2, Province-5 and Sudurpaschim Province and prepared reports

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

The outbreak of COVID 19, has highly affected development efforts in all sectors. Particularly, poor, daily wage labor and unemployed youths of rural and urban areas are badly affected due to continuous lock down. Furthermore, thousands of unemployed youths who had fled to India and other foreign countries have already started to return back to their home due to the outbreak of COVID 19 in parts of the globe. Though the provincial and local governments have limited human resources to manage this crisis , there is little chance of an opening of vacancy by the Public Service Commission. Hence, it seems that the unemployment condition will continue to worsen in the country and the provincial and local governments face shortage of human resources to respond to the changed situation. Taking the situation into account, Gandaki Province and Province-1 has planned to mobilize university youths/experts in various sectors (Agr/Veterinary/Engineering) to address the issue of unemployment and also contribute in business continuity with quality service delivery to citizens in post COVID situations.

6.19.1. Implementation arrangement

PPIU/PCGG in consultation with OCMCM, following the GoN policy and norms in mobilizing volunteers, will select university graduates /experts and mobilize for specific objectives. PPIU/PCCG will provide backstopping support, mentoring and coaching to volunteers. In Gandaki the experts will be mobilized through PPIU in coordination with PCGG while in the province it will be done by PCGG in coordination with PPIU.

6.19.2. Milestone

Mobilized university graduates and experts in the areas of agriculture, engineering with special focus to recovery from COVID-19 impact in Province-1 and Gandaki Province.

Activity 6.20. Preparation of province e-gov master plan

The National e-Governance Master Plan (e-GMP) for Nepal was developed in 2007 and revised in 2015. With the country adopting federal administration, now the national level plan and policies also need to be localized at provincial and local context. The provinces plan to formulate an e-governance master plan as a comprehensive approach with initiatives of setup and expansion of infrastructure, connectivity, tools and systems at/and beyond provinces with the objective of improving efficiency in service delivery. Development and operationalization of e-gov master plan will contribute to making PLGs' services accessible and affordable to the public and at the same time promotes transparency and accountability of the PLGs to the citizens.

6.20.1. Implementation arrangement

The Provincial Programme Implementation Unit (PPIU) in consultation with the Office of the Chief Minister and Council of Ministers as well as provincial ministries will implement the proposed activity. A series of consultative workshops/interactions will be organized to discuss and finalize a framework for e-master plan for the provincial government. The Provincial Programme Implementation Unit (PPIU) in coordination with PCGG will facilitate the mobilization of required services of experts to accomplish the activity and assure the quality of the work.

6.20.2. Milestone

Prepared e-Governance Master Plan in Gandaki province.

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

Activity 7.1. Renovate/reconstruct physical infrastructure of Provincial Center for Good Governance (PCGG) and develop model operational guideline of PCGG

PCGG is a new concept in a newly structured governance system and has a big role in strengthening Provincial and Local Governments. PCGG will be the main hub for province and local governments in order to deliver Capacity Development related programme activities targeting elected/nominated representatives as well as staff of PG and LGs. Hence, as per amendment of Local Development Training Academy (LDTA) Act, the federal government cabinet has decided to hand over the right of LDTA Regional Training Centers usage and other physical properties to the provincial governments and establish the PCGG as provincial training centers.

Since the PCGG will be the permanent institution of the provincial government in delivering CD related services to both PG and LGs, there is a need of re/construction renovation of new/ building for training and other official purposes. It is, therefore, planned to re-construct/renovate the physical infrastructure of PCGG in all provinces.

Additionally, it is also planned to support the provincial governments to formulate PCGG operational guidelines and also to formulate necessary regulations, training manuals, curriculum and modules. Moreover, the Programme will provide support to prepare a roster of experts which is planned under TA support. The TA support will be further mobilized to prepare the resource books and handouts. Detailed description of activities to establish and operationalize PCGG is given below.

Table 1: PCGG action plan 2020/21

S.N	Activity	Timeline	Responsible Agency
1	The Provincial Government will enact laws to regulate and operationalize PCGG.	By July 2020	OCMCM
2	Appoint/Recruit Executive Director of PCGGs	By July 2020	OCMCM
3	Technical assessment of physical facilities of Local Development Training Center/Provincial Center for Good Governance	July 2020	PCGG
4.	PCGG model operational guidelines	By August 2020	MoFAGA
5	Prepare annual plan 2020/21 of PCGG	By August 2020	PCGG in coordination with PPIU
6	Renovation/reconstruct training hall, office buildings etc. based on technical assessment	September 2020 onwards	PCGG
7	Prepare training materials, curriculum and training modules, resource books and handouts	August – November 2020	PCGG in coordination with PCU/PPIU

8	Conduct training for officials of provincial and local governments	November 2020 onwards	PCGG
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7.1.1. Implementation Arrangement

Most of the training halls, hostels and office buildings of the Regional Training Centers of LDTA are in deplorable conditions. After the authorization to use physical infrastructure of the Regional Training Centers of LDTA to the provincial governments, renovation or reconstruction of physical infrastructure will be carried out on the basis of technical assessment report.

MoFAGA will develop the PCGG model operational guidelines under technical support of a coherence programme in consultation with PGs, PPIU and PCGG. The Provincial Advisory Councils will review and endorse the model operational guidelines.

7.1.2. Milestone

PCGGs established and functional in 7 provinces to deliver the capacity development needs of the Provincial and Local governments

Output 8. Modernized LGs have strong administrative systems and accountable public financial management system

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

At present information management systems of LGs are weak. In order to strengthen the information management system of LGs the Programme will support LGs to recruit and mobilize IT officers.

8.1.1. Implementation Arrangement

Most of the local governments have recruited IT officers through open competition. Initially, MoFAGA supported 100 % IT Officers supporting the local government in adoption and promotion of e-governance from the root level. They have been supporting operationalization of LG website, email services, various systems like revenue, SuTRA, electronic building permit system, digital LG profile, among other systems. Role of ITOs has been crucial in the operationalization of CMIS- as a data focal person for their respective local government, ITOs have been regularly updating data into the systems, preparation of daily reports. Additionally, IT officers have been contributing in operationalizing SUTRA, LISA among others systems in PLGs. In the present context there is an increased role of IT officers at local level.

Salary of these IT officers' will be paid on a cost sharing basis- 75 % from the Programme and 25 % from respective LGs. Budget for an IT officer's salary will be released on a reimbursement basis. The Programme Coordination Unit (PCU) will reimburse the amount spent on salary for IT officers based on trimester expenditure statements received from LGs.

MoFAGA will conduct a study to assess the effectiveness of their roles and develop a future strategy on continuation of their services including cost sharing.

The existing CMIS data systems have the information on the returnees (migrant workers) but their skill yet to be collected through telephone conversation and entered into the system. Collected skills related information can be very helpful in planning for post-pandemic response, recovery and rehabilitation, more importantly linking with PLGs' post COVID-19 recovery plan. Based on the skills those individuals have,

PLGSP can help the provincial and local governments in formulation and implementation of relevant evidence-based capacity development programs. Such capacity enhancement programs can help in sustainable improvement of livelihoods. It requires development of a separate module linked with skill enhancement with extended role of IT support. More importantly it is realized that the CMIS needs to be broadened covering all kinds of crisis in addition to COVID-19.

Therefore, IT support under activity 8.1 in ASIP will be further utilized in improvement and operation of CMIS with focus on post-COVID-19 response.

8.1.2. Milestone

Strengthened IT system in all 753 LGs

Activity 8.2. Roll out SuTRA in local governments

Sub national Treasury Regulatory Application (SuTRA) is a planning, budgeting and accounting software. It is a web-based system developed for facilitating and implementing a structured financial management procedure of the sub national governments. It provides estimation of income and expenditure (Redbook) of the local governments and accounting as per the approval budget and generation of report accordingly. It enhances transparency of the public finance by budget classification, budget documentation and financial reporting. Similarly, it enhances the access of the public to fiscal information of the governments.

To improve the public financial management system of local governments, the GoN has decided to introduce SuTRA in 753 local governments. About 500 local governments have already adopted SuTRA for expenditure reporting. Feedbacks are received to add revenue entry in the system. Having used these tools, LGs will be able to maintain transparency, accuracy on the financial reporting and transfer the information to the central government account on a real time basis. Thus, it will have an efficient and accountable public financial management system in LG.

8.2.1. Implementation Arrangement

The Programme Coordination Unit will provide institutional grants to the Financial Comptroller General Office (FCGO) to introduce SuTRA. The Financial Comptroller General Office will carry out following tasks to introduce SuTRA in local governments:

- i) procure server and live server & up-gradating of existing server,
- ii) revise and publish budget formulation & accounting guidelines,
- iii) support to province level SuTRA Unit,
- iv) services of IT Engineer to introduce SUTRA at province level,
- v) orientation on SuTRA,
- vi) field visit by SuTRA facilitators,
- vii) machinery and equipment,
- viii) monitoring and supervision of SuTRA.

8.2.2. Milestone

753 LGs submitted electronic trimester financial reports to FCGO.

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

The constitution has provided revenue collection authority to the three levels of government. Federal government is authorized to collect tax revenues from customs fees, value added tax, excise duty and income tax while the authority to collect registration tax, vehicle tax, entertainment tax, advertisement tax and income tax on agriculture is given to the provincial government. Similarly, local governments are authorized to collect land revenue, property registration fee, vehicle tax, entertainment tax, advertisement tax, property tax, rent tax and business taxes. In order to explore the potential of increasing own source revenue of LGs it is necessary to prepare a revenue improvement action plan by analyzing current status of own source revenue against revenue potential and revenue mobilization capacity of local governments.

8.3.1. Implementation Arrangement

The Provincial Center for Good Governance in coordination with the Programme Coordination Unit and respective local governments will mobilize consultants to formulate revenue improvement action plans. The PCGGs will select and recruit consultants from the roster of resource persons provided by the Programme Coordination Unit. A participatory approach will be adopted and a workshop will be organized to discuss and finalize the RIAP. The PCGG and LGs will share the cost required to prepare the RIAP.

8.3.2. Milestone

Prepared RIAP in 300 LGs

Activity 8.4. Prepare CD plans of LGs

Execution of federalism is especially challenging in Nepal as two levels of sub-national governments are introduced without giving any transition plan. This requires local governments to prepare a capacity development plan to develop institutional, organizational and human capacity in a systematic and effective way. It is therefore planned to develop a capacity development plans for LGs. The capacity development plans will be the basis to invest in human resource development and institutional development for LGs.

8.4.1. Implementation Arrangement

The provincial center for good governance will use the CD template developed by the Programme Coordination Unit of PLGSP and will facilitate the selected LGs to formulate their own CD plan. Additionally, the findings of the LISA will also be taken into account to understand the existing gaps and include in the CD plan. The PCGG in consultation with PPIU will coordinate and select LGs, hire experts/consultants, university graduates, if required, to implement the activity. The Programme Coordination Unit will provide the roster of resource persons as well as templates of CD plans for LGs. It will be prepared on a cost sharing basis.

8.4.2. Milestone

Prepared CD plan in 152 LGs

Activity 8.5. Prepare periodic plans for LGs.

As per the provision in Local Government Operation Act 2017, local governments are required to prepare periodic plans in line with localizing the Sustainable Development Goals (SDGs). Some LGs have prepared periodic plans while many LGs are yet to prepare. The learning from current COVID-19 pandemic on the needs for post crisis response strategy shall also be integrated in such plans. It is, therefore, planned to support LGs to prepare periodic plans addressing the effects of covid19.

8.5.1. Implementation Arrangement

The Provincial Center for Good Governance (PCGG) in consultation with the Programme Coordination Unit will select and recruit consultants from the roster of resource persons to prepare period plans through participatory approach. Further, MoFAGA upon the request from PCGG will facilitate, in some cases, the process of periodic plan preparation. It is essential to ensure the quality and to maintain consistency with the provincial/ federal plans from the very beginning. The PCGG will coordinate with concerned LGs to formulate the periodic plan. It will be prepared on a cost sharing basis. The PCGGs will also organize ToT and develop facilitators, providing ToT the university graduates can also be mobilized at the local level to prepare periodic plans.

8.5.2. Milestone

Formulated Periodic Plan in 115 LGs

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

As per the local government act there is provision of a revenue advisory committee in the local governments. The committee is formed but due to limited knowledge on the basic scope of revenue improvement, projection & process and inadequate understanding on the role and responsibilities, the committees are not able to function actively. It is therefore felt necessary to enhance their knowledge and clarify their roles and responsibilities on revenue generation in the local governments. It is planned to train the RAC members of the Local governments on Revenue improvement and action plan preparation. The training will enable them to develop action plans and implement to improve revenue in the local governments.

8.6.1. Implementation arrangement

PCGG in coordination with PCU will organize training for the RAC members of the Local governments.

8.6.2. Milestones

Oriented 480 LGs RAC members and officials on RIAP

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

The proper planning, budgeting and monitoring system need to be established and strengthened in local government. The Local government operational act 2074 clause 34 requires the sectoral medium-term expenditure framework and development plans in the local governments. However, the local governments are not fully able to formulate such frameworks and plans on its basic principles, objectives and process. The elected representatives and officials need basic orientation/training. It is thus planned to orient elected representatives and officials of local governments on MTEF.

8.7.1. Implementation Arrangement

PCGG, in coordination with MoFAGA/PLGSP PCU, National/Provincial Planning Commission, will conduct orientation/coaching to elected representatives and official for preparation of MTEF in all LGs of the province.

8.7.2. Milestone

Oriented 753 LGs' elected representatives and staff on MTEF

Activity 8.8. Introduce LISA in local governments

The Local Government Institutional Self- Assessment (LISA) is a tool to identify institutional strength and weakness of LGs in ten thematic areas and assess the status of the LGs. However, this requires knowledge enhancement support to LGs to effectively apply the preset criteria and indicators to measure their strength and weakness. It is planned to introduce LISA in all LGs with capacity development activities through PCGG under PLGSP support.

8.8.1. Implementation Arrangement

The PCGG in coordination with PCU will organize ToT to develop resource persons on LISA. Moreover, the PCGG will mobilize resource persons who received ToT to introduce LISA in LGs.

8.8.2. Milestones

Introduced LISA in 753 local governments

Activity 8.9. Implement internal control system in local governments (coaching & mentoring)

As per the provision in the Local Government Operation Act 2074, local governments are required to establish and manage internal control systems. The internal control system will help to follow the rules and regulations in carrying out day-to-day activities of local government. The Internal Control System is yet to establish in most of the local governments. It is planned to develop an internal control guideline and implement through mentoring and coaching in local governments.

8.9.1. Implementation Arrangement

PCGG in coordination with PCU, will deploy resource persons for certain periods to orient/train concerned staff of local government to carry out activities in line with internal control guidelines. A coaching and mentoring concept will be used to strengthen the internal control system of local governments. It will be mapped before the selection of participating local governments. Whether other partners are working in the same or not. PCGG will coordinate with PCU to get information on already developed, if any, guidelines/tools in connection to internal guidelines to avoid overlapping and harmonize the learning.

8.9.2. Milestones

Prepared and adopted Internal control guidelines in 45 local governments

Activity 8.10. Introduce Local level project Bank system and train the staff on it

The concept of the project bank system is new at the local level, though it has been initiated at national level by the national planning commission. It aims at assessing and maintaining a prioritized list of the projects in advance for the implementation. It allows local governments to relax time to complete necessary processes and steps like conducting EIA, SEA, consultations and engagement of the targeted beneficiaries in the planning before selecting projects in contrast to general practice of selecting projects at the last moment in the timeline. This concept however, requires several standards and norms to be applied to make it transparent and functional. The concept being new as stated above, the official and elected representatives at the local require conceptual clarity with guiding templates and rules. Therefore, it is planned to develop and pilot project bank concept in coordination with national planning commission with the training to the staff.

8.10.1. Milestones

Developed and Piloted Project Bank system, in coordination with NPC in PGs/LGs and trained 100 staffs and representatives in Karnali Province

Activity 8.11. Organize facilitation workshops to mitigate the fiduciary risk in PFM

PCU is developing the operational guideline on public expenditure standards, audit arrears policy and internal control guidelines for the PGs and LGs and implementation of SuTRA in LGs is on board. These are the mitigation tools of fiduciary risk in public financial management. In this ground the workshop will support to reduce the audit arrears, settle the audit arrears, PGs and LGs will be familiar with the operational guidelines and systems that have been developed by PLGSP.

The Ministry of Federal Affairs and General Administration has introduced an audit arrear settlement facilitation workshop at province level in 2019/20 and it appears to be effective in settling audit arrears of local level. It is planned to continue audit arrear settlement workshop in 2020/21 as well.

8.11.1. Implementation arrangement

The Account Section of MoFAGA in coordination PPIUs will organize workshops at province level to orient on operational guidelines on public expenditure standards, audit arrears policy and internal control and facilitate in settlement of audit arrear of local level. Officials from PGs, Accountants and concerned staff of LGs will participate in the workshop to discuss audit arrear and measures to settle the arrear. Representatives from the Auditor General Office will also be invited in the workshop.

8.11.2. Milestones

Organized workshops on mitigating fiduciary risk in all 7 provinces

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

Activity 9.1. Introduce vertical accountability mechanism in local governments

The local governments are required to introduce and update working policies and procedures including service delivery and communication that allow them to be more effective and accountable to the citizens. In order to maintain effective communication with the citizens and hear their grievances, voices and feedback on the local development initiatives, introduction of accountability mechanisms and processes like public hearing is essentially needed. It will help to maintain transparency and promote people's participation and ownership in local development. This necessitates to update existing tools and/or develop new on public hearing, public auditing and introduce them to the local government for adoption.

9.1.1. Implementation Arrangement

The Programme Coordination Unit in consultation with the concerned section of MoFAGA will mobilize consultants to develop vertical accountability policy and guidelines including public hearing, public auditing for local governments. A consultative workshop will be organized to discuss and finalize vertical accountability mechanisms, tools and the implementation processes.

9.1.2. Milestone

Conducted public hearing and public auditing in 300 LGs

Activity 9.2. Develop horizontal accountability mechanism for local governments

Since local governments are still in the formative stage, there is a need for introducing tools and mechanisms for strengthening their horizontal accountability. To ensure horizontal accountability, the executive and legislative role need to be further clarified and a robust internal control framework should be in place to avoid any potential conflict of interest. TA will be provided in developing templates and guidelines for distinguishing the legislative and executive roles, and a framework for internal control within the executive branch.

9.2.1. Implementation Arrangement

To promote vertical accountability, UNDP will offer technical support to develop model horizontal accountability guidelines and public (participatory) budgeting by the local governments.

9.2.2. Milestones:

Developed a horizontal accountability mechanism for local governments

Output 10. LG systems mainstream GESI in their service delivery

Activity 10.1. GESI mainstreaming in Local Governments

The provisions of the Local Government Operation Act 2074 make it mandatory to ensure the participation of women, Dalits and disadvantaged groups in planning and implementation of development programmes. Accordingly, all policies, programme and service delivery strategies should be both GESI sensitive and responsive in spirit as well as in practice thus facilitating and contributing to transformations in social norms and behavior. GESI sensitivity needs to be reflected in the organizational system of local governments, in building the leadership of elected representatives and decision-making of local governments. This requires a comprehensive GESI strategy. Mainstreaming GESI right from the start in all governance systems, procedures and processes at every stage of development is crucial. GESI is required to give due attention in all approaches and interventions.

10.1.1. Implementation Arrangement

The Provincial Center for Good Governance in consultation with the Programme Coordination Unit will organize an orientation programme on GESI for elected representatives and LGs' staff. The PCGG will select and recruit facilitators from the roster to conduct orientation on GESI. Moreover, the Programme Coordination Unit will provide training materials on GESI.

10.1.2. Milestone:

Mainstreamed GESI in 753 LGs

Activity 10.2. Conduct GESI audit of Local Governments

The constitution has guarantees social justice and affirmative action for women, Dalit, Janajati, Muslims and other excluded or disadvantage group. GESI audit will provide information on the status of mainstreaming gender issues in the annual plan and periodic plans of LGs. It will also provide an improvement area to institutionalize GESI effectively in LGs. MoFAGA will coordinate with LGs to nominate GESI focal points and form GESI committees at the local level who will lead the GESI mainstream in the local governments.

10.2.1. Implementation Arrangement

The Provincial Center for Good Governance in consultation with the Programme Coordination Unit will recruit consultants to conduct GESI audit in selected LGs. A workshop will be organized at local level to discuss and finalize the GESI audit report. As per the need, the Provincial Center for Good Governance will organize ToT on GESI to develop resource persons at the provincial level.

10.2.2. Milestone

Conducted GESI audit in 350 LGs

Output 11. LG systems enable citizen engagement and inclusive participation

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

This activity has been planned to collect and document the best practices of the selected local and provincial governments and disseminate it through the national media. This will allow all provincial and local governments to learn and adapt to their context and locality. The best practices will be captured mainly on good governance; accessibility and quality of services provided by the local governments, GESI inclusion, planning & monitoring and coordination and collaboration initiatives at the local level.

11.1.1. Implementation arrangement

PCU in coordination with PPIU and PCGG will develop the ToR defining concept and scope of the proposed activity. External consultants and/or media experts will be mobilized to collect and document the best practices from the field. MoFAGA will further assess the documents submitted by consultants and make them ready to disseminate through national newspapers and other relevant media.

11.1.2. Milestones

Documented and disseminated good practices on service delivery of provincial and local governments (in 6 thematic areas)

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

Local governments are adopting various approaches to engage citizens in planning, oversight and in the decision-making process. Dissemination of good practices adopted by particular LG will help other LGs to develop effective systems in order to enable citizens' engagement and inclusive participation in the decision-making process. The key priorities, policy and services that local governments have adopted for their citizens and future plans they on such areas will also be integrated into the PSA materials.

11.2.1. Implementation Arrangement

The Programme Implementation Unit (PPIU) in coordination with the OCMCM will collect good practices adopted by LGs for citizens' engagement in the decision-making process. The PPIU will coordinate with MoFAGA to receive inputs in terms of already developed materials and messages to avoid duplication and harmonize the dissemination. The Unit will develop short messages on GESI and good governance. It will mobilize media groups to disseminate good practices adopted by LGs through jingle and other means of communication including TV / Radio.

11.2.2. Milestones

Designed and transmitted PSA materials from different media in Karnali province

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

Local governments are adopting various approaches to engage citizens in planning, oversight and in the decision-making process. Dissemination of good practices adopted by particular LG will help other LGs to develop effective systems in order to enable citizens' engagement and inclusive participation in the decision-making process. Documentary will be prepared capturing the process and voices of the citizens on their participation and learning and will be disseminated for cross learning.

11.3.1. Implementation Arrangement

The Programme Coordination Unit in coordination with the concerned section of MoFAGA will collect good practices adopted by LGs for citizens' engagement in the decision-making process. The Unit will develop short messages on GESI and good governance. It will mobilize media groups to disseminate good practices adopted by LGs through jingle and other means of communication including documentaries through TV and FM.

11.3.2. Milestones

Prepared and disseminated Jingle on various thematic areas through TV and FM

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

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

The Programme proposes to establish Innovative Partnership Fund (IPF) to support innovations in service delivery at the sub-national level. The core objectives of IPF are: i) to promote innovative approaches to governance with focus on strengthening downward accountability, transparency, participation, gender and social inclusion; ii) to establish relationship between local governments and provincial governments in the spirit of cooperative federalism; and iii) to bring in innovations in service delivery particular on local economic development. The rationale for establishing IPF is to ensure that space for innovation with regards to delivering public goods along with strengthening good governance principles are promoted. It is planned to formulate operational guidelines to implement the IPF. The guidelines will enable provincial and local governments to effectively institutionalize, plan, manage and implement IPF activities in a transparent manner. The guideline will highlight undefined areas, elaborate or simplify all provisions stated in the PLGSP programme document, detail out possible fiduciary risks and mitigation measures, propose process documents to be used and recommend the operational modality of IPF. The Operational Guidelines will clarify the processes, issues, structures, operation modality that will ensure smooth implementation of IPF from the FY 20/21. PCU will coordinate closely with DPs in the development of the IPF Operational Guidelines.

12.1.1. Implementation Arrangement

As outlined in the PLGSP programme document, PCU will develop Operational Guideline for the Innovative Partnership Fund (IPF). MOFAGA and DPs have prioritized the IPF and committed to work together to expedite the process as per the expectations of the provincial and local governments.

12.1.2. Milestone

Prepared operational guidelines on IPF, milestones on innovative schemes to be identified after the IPF guideline is prepared and approved

Table 2. IPF work plan 2020/21

Work Plan on Innovative Partnership Fund (IPF)		
Activities	Milestones	Remarks
Finalize TOR	August 3, 2020	
RFP to procure service for guideline preparation	August 5, 2020	
Selection of Service Provider	August 27, 2020	
First draft of the guideline	20 September 2020	
Final guidelines	30 September	
Approval of guidelines	November NEC meeting	
Start-up process as per the approved guideline	November 2020	

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

In 2020/21, it is planned to train about 31000 elected representatives and staff of provincial and local governments in different thematic areas through the Provincial Center for Good Governance to enhance their capacity to serve citizens effectively and efficiently. Detailed plan of activities, implementation arrangement and targeted milestones under each output is provided below.

Output 13. Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services

Activity 13.1. Train/orient elected representatives and staff of PGs

The capacity and knowledge of elected representatives and staff of PGs need to be enhanced in the areas of governance, administration, development effectiveness, management and coordination for effective, efficient and inclusive service delivery from the Provincial governments. The provincial government needs to be strengthened in order to plan, manage and execute activities in relation to the needs of cooperation and coordination with local governments and the federal government. Moreover, PGs' staff needs frequent training on good governance practices, contemporary administrative reforms and issues especially in federal settings, disaster risk management, and other different thematic areas based on their needs and local context. Further, the training / orientation will be designed to focus on building the capacity of members of Judicial committees on Gender, GBV and other harmful norms so that they can proactively engaged in preventing and responding the cases of violence, abuse and discrimination as per their role and mandates. Therefore, there is a need that the provincial government in support of PCGG assess the capacity needs and prepare priority lists to be implemented under PLGSP support. The use and findings of some tools like LISA, SuTRA and CD plans developed and adopted under PLGSP support would be the source for identifying such needs.

More importantly, in 2020/21 dedicated training on GESI for elected representatives and the staff of PGs will be re-oriented towards addressing gender related violence to ensure GESI friendly/ sensitive and safe quarantine to properly respond COVID-19. It will help to integrate prevention efforts and services to respond effectively to GBV and violence against girls and women, people from marginalized and vulnerable groups and ensure quarantine services in their area are safe, and dignified.

GESI checklist for monitoring quarantine facilities developed by the Ministry of Women, Children and Senior Citizen (MoWCSC) will be used in the training. In addition, if any agencies (I/NGOs) are interested or engaged in COVID-19 response programs and in quarantine support then PLGSP program can liaise with PGs and support in facilitating the process to coordinate with PGs.

13.1.1. Implementation Arrangement

The Provincial Center for Good Governance in coordination with PCU and PPIUs will assess the training needs and organize training and orientation for elected representatives and PGs' staff on various thematic areas including GESI responsive quarantine. The Programme Coordination Unit will provide training modules and roster of resource persons to PCGGs. The PCU will also provide technical support to organize training. Given the current difficulties to travel, the programs might require relying on a virtual approach to enhance knowledge and skills of the participants.

13.1.2. Milestone

Trained 4000 elected representatives and staff of PG on various thematic areas including GESI

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

UNDP in close coordination with MoFAGA is currently in the process of completing the recruitment process of TA personnel and all the positions are expected to be deployed latest by the beginning of FY 2020/21. Following the completion of the recruitment process, the capacity building and knowledge enhancement of the TA personnel will be carried out. The key purpose of the orientation/induction will be to ensure that the TA personnel have an enhanced and consistent understanding of Nepal's federal governance structure, and of the Programme, its operational modality, reporting requirements and coordination arrangements.

13.2.1. Implementation arrangement

A consulting firm will be hired to arrange logistics and other operational aspects of the orientations and training, with technical and logistical support from UNDP and other stakeholders as relevant. The orientations will be facilitated by a range of expert resource persons in the respective focus areas. The resource persons will include experts from GoN, UN(DP) as well as external experts, including from academia/research institutions. Given the current difficulties to travel, the programs might require relying on a virtual approach to enhance knowledge and skills of the participants.

13.2.2. Milestones

Oriented of 75 specialists/experts and 16 support staff on federalism, governance and their role/responsibilities in PLGSP

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

With an aim to build capacity of the government officials and elected representatives, an exposure and knowledge sharing-visit will be organized. The visit is expected to be helpful to government officials and elected representatives gaining an understanding of inter-governmental relationships, including collaboration, cooperation and coordination among the three tiers of government, and roster management. Following the visit, an action plan will be developed to translate the learnings into action in the context of federalism in Nepal.

13.3.1. Implementation arrangement

PCU in consultation with PPIU will organize the visit and manage the roster.

13.3.2. Milestones

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

Activity 13.4. Support capacity building initiative through Training/workshop and different event management programme (including MToT on LISA/GESI/Capacity Development plan, zoom etc.) including roster management

PCU, with UNDP's TA, will design and organize different customized capacity building packages involving different staff, government officials and local government representatives including building the capacity of members of Judicial committees on Gender, GBV and other harmful norms so that they can proactively engaged in preventing and responding the cases of violence, abuse and discrimination as per their role and mandates. Depending on the needs and requirements of the overall ASIP for FY 2020/21, training will be conducted for Training of Trainers followed by additional training and workshops at the provincial level.

PLGSP will support in developing and maintaining a roster of certified trainers/resource persons on different thematic areas such as GESI, capacity development, inclusive governance, dispute resolutions, Public Finance Management, E-governance and so on. In order to facilitate the development and maintenance of the roster at the PCGGs, UNDP will provide TA to the PCU in creating and maintaining a roster of experts and systems for how to mobilize experts locally. The programme envisages that capacity development initiatives will be jointly co-sponsored by the federal, provincial and local governments, as well as other development partners, with the help of the roster experts once the rosters are maintained and PCGGs are functional.

13.4.1. Implementation arrangement

A range of expert resource persons from GoN and UN(DP) in the respective focus areas will be mobilized as technical experts in the training/workshops, and also the expert to create roster.

13.4.2. Milestones

100 Master trainers and,
Trained 1950 official and elected representatives (IT officials, executive officials, mayor and deputy mayors of local provincial and federal level) (including MToT on LISA/GESI/Capacity Development plan, Zoom etc.),
Roster created and maintained in PCU/PLGSP

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

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

The capacity and knowledge of the elected officials of local governments including mayors and deputy mayors of the municipalities, chairpersons and deputy chairpersons of the rural municipalities, ward committee chairpersons and members need to be enhanced for effective, efficient and inclusive service delivery from the local governments. Some of the thematic areas that requires orientation to LGs could be listed as governance, disaster management, planning monitoring and evaluation, administration. However, it would differ from LGs to LGs. The training will also cover capacity development of Judicial committees' members on Gender, GBV and other harmful norms so that they can proactively engaged in preventing and responding the cases of violence, abuse and discrimination as per their role and mandates. Therefore, there is a need that the local governments in support of PCGG assess the capacity needs and prepare priority lists to be implemented under PLGSP support. The use and findings of some tools like LISA, SuTRA and CD plans developed and adopted under PLGSP support would be the source for identifying such needs.

More importantly, in 2020/21 dedicated training on GESI for elected representatives and the staff of LGs will be re-oriented towards addressing gender related violence to ensure GESI friendly/ sensitive and safe quarantine to properly respond COVID-19. It will help to integrate prevention efforts and services to respond effectively to GBV and violence against girls and women, people from marginalized and vulnerable groups and ensure quarantine services in their area are safe, and dignified.

GESI checklist for monitoring quarantine facilities developed by the Ministry of Women, Children and Senior Citizen (MoWCSC) will be used in the training. In addition, if any agencies (I/NGOs) are interested or engaged in COVID response programs and in quarantine support then PLGSP program can liaise with LGs and support in facilitating the process to coordinate with LGs.

14.1.1. Implementation Arrangement

The Provincial Center for Good Governance in coordination with PCU and PPIUs will assess the training needs and organize training and orientation programmes for elected representatives and LGs' staff on various thematic areas. The Programme Coordination Unit will provide training modules and a roster of resource persons to the PCGGs. The PCU will also provide backstopping support to PCGGs to organize training and orientation effectively. Given the current difficulties to travel, the programs might require relying on a virtual approach to enhance knowledge and skills of the participants.

14.1.2. Milestones

Trained 24475 elected representatives and staff of LGs on various thematic topics including GESI

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

The federal system in Nepal is being implemented through three layers of the governments. The local government associations are also playing a vital role in operationalizing the federal systems. There are several issues that require clarification for smooth implementation of federalism in the spirit of the constitution of Nepal. Therefore, a national level workshop with LG associations, concerned federal level government agencies, representatives from the provincial and local governments and others relevant stakeholders is planned in coordination with associations of the Local Governments. The workshop will discuss the issues related to duplication of resources and conflicting priorities of each sphere of governments, overlapping rules and responsibilities undermining the accountability of each sphere of governments and would be able to recommend a way forward including areas that require clarification through the formulation of legislations.

14.2.1. Implementation Arrangement:

The PCU/PLGSP in consultation with the concerned division of MoFAGA and association of LGs will develop a detailed concept of the workshop including process, participants, guest speakers and organize the workshop. PCU will document and disseminate the proceeding of the workshops for sharing the outcome of the workshop.

14.2.2. Milestones

Organized workshop with LG association and prepared proceedings on federal issues

3 Technical Support to Implement the ASIP

UNDP will provide technical assistance (TA) for the implementation of PLGSP. The focus of the TA support from UNDP for next fiscal year will be on making the PCGGs operational, hiring, capacity building and mobilization of the TA staff, procurement of vehicles and equipment, strengthening system and procedures, development of policies, guidelines, and tools, and complementing the COVID-19 response initiatives through coordination with key stakeholders. Since the PCGGs are key to ensure timely delivery of the Programme, UNDP's expertise and experiences will be mobilized in developing guidelines, systems, and procedures including the introduction of the roster system. The PCU will coordinate with UNDP to orient all the staff on the basics required to work for the Programme as well as to provide customized training and mentoring. As provisioned in the Project document, UNDP will purchase 17 vehicles for the PCU and provincial units of the Programme. UNDP's support will be utilized for developing policies, guidelines, and tools that require a high level of expertise, both national and international.

3.1 Development Partner (DP) Coordination

To ensure effective partnerships among DPs who are working in the area of sub-national governance, DP coordination remains a crucial function of the Programme. Therefore, PLGSP management will liaise continuously with UNDP as the TA partners, DPs, other UN agencies and government entities to ensure coherent and consistent understanding and awareness of ongoing efforts, mutual learning, and improvement and accountability focusing on effective implementation of the PLGSP.

Efforts will be made to align other interested but non-coordinated and non-aligned programme/projects and development partners working in the areas of governance with PLGSP. PCC will coordinate and harmonize the cross learning and improvement at the provincial level.

Periodic sector coordination meetings will be organized to provide a platform to both DPs and government agencies to discuss key lessons learnt, and challenges encountered, including progress review of PLGSP against the broader result framework, during the programme implementation. This coordination will not only be helpful to onboard and retain DPs within the PLGSP framework but also to provide space for synergies between DPs and PLGSP in their area of work.

3.2 Programme Management

As envisioned in the Programme Document and the Joint Financial Agreement (JFA), ASIP 2020/21 will be effectively implemented by presenting plans and progress periodically to the Technical Assistance Sub-Committee (TASC), Fiduciary Risk Management Committee, National Executive Committee (NEC), and National Steering Committee (NSC), ensuring their guidance and feedback are considered for improvements. Further, any issues and challenges encountered will be presented and timely addressed through these arrangements. In addition, other consultative meetings and workshops have also been planned with federal government agencies and other relevant stakeholders for sharing learning and making improvements.

3.3 Monitoring and Learning

The progress of the Programme will be monitored and tracked using different tools, with GESI disaggregated indicators where possible, such as result tracker, annual monitoring and evaluation plan, and reporting templates and formats for both planned project outputs and financial delivery. The progress will be updated on trimester and annual basis. Review reflection will be organized, issues and problems will be addressed, and success cases will be captured to promote learnings and improvements in the Programme. Key activities planned for 2020/21 include:

- Joint monitoring visits will be carried out to understand the implementation status of the PLGSP as well as to review the progress;

- Third party monitoring and evaluation will be conducted;
- Documentation of success cases/best practices;
- Baseline survey to collect baseline information.
- Regular progress tracking, measurement and reporting

3.4 Budget

The total budget of PLGSP for FY 2020/21 is Rs 3577.829millions of which the contribution of GoN is Rs 43.900 million (1.23 %), JFA is Rs 3,160.610 million (88.34 %) and that of TA 373.319 million (10.43%). Of the total budget, Rs 952. 329 million (26.62 %) is allocated for PCU/FCGO level activities, Rs. 1227.560 million (34.31%) for PPIU, Rs. 1397.940 million (39.07 %) for PCGG.

Table 1: Distribution of budget by outputs (Rs 000)

Output Summary of Budget (NPR, in 000)														
Output	PPIU		PCGG		FCGO		PCU			Total Budget				% of Total
	GoN	JFA	GoN	JFA	GoN	JFA	GoN	JFA	TA	GoN	JFA	TA	Total	
Output 1	0	0	0	0	0	0	0	11800	4125	0	11800	4125	15925	0.45
Output 2	0	0	0	0	0	0	0	20900	16520	0	20900	16520	37420	1.05
Output 3	0	0	0	0	0	0	1500	25000	0	1500	25000	0	26500	0.74
Output 4	0	18100	0	0	0	0	0	0	0	0	18100	0	18100	0.51
Output 5	0	46500	0	0	0	0	0	0	0	0	46500	0	46500	1.30
Output 6	0	70400	0	13500	0	0	0	0	0	0	83900	0	83900	2.34
Output 7	0	0	0	350000	0	0	0	0	0	0	350000	0	350000	9.78
Output 8	0	0	19170	451320	48	192860	0	278800	0	19218	922980	0	942198	26.33
Output 9	0	0	0	30000	0	0	0	0	1000	0	30000	1000	31000	0.87
Output 10	0	0	0	145300	0	0	0	0	0	0	145300	0	145300	4.06
Output 11	0	0	0	3000	0	0	0	9000	0	0	12000	0	12000	0.34
Output 12	120	1050090	0	0	0	0	0	0	2500	120	1050090	2500	1052710	29.42
Output 13	0	0	0	106000	0	0	0	0	17350	0	106000	17350	123350	3.45
Output 14	0	0	0	245000	0	0	0	5000	0	0	250000	0	250000	6.99
Operation Cost	0	42350	7700	26950	0	0	15362	18740	331824	23062	88040	331824	442926	12.38
TOTAL	120	1227440	26870	1371070	48	192860	16862	369240	373319	43900	3160610	373319	3577829	100.00

4 Risks and Mitigation Measures

The following table includes the updated risk matrix for the Programme. Three additional risks have been added related to the COVID-19 crisis. First, there is a risk that the pandemic will continue till next year, with high impact on Programme implementation. The Programme will regularly monitor the context at the local level and review it at a broader level in September 2020 to explore alternative mechanisms to achieve the results. Secondly, there is a risk of PLGs having low internal resources with medium impact on the Programme. The Programme will focus on improving the efficiency of the PLGs on resource mobilization initiatives. Thirdly, there is risk of PLGs having low HR capacity with medium impact on the programme. Programme will focus on applying broadened capacity development strategies to improve the efficiency.

Table 3: Risks, impact and mitigation measures

S.N	Risks	Probability	Impact	Mitigation Measures
1	COVID-19 pandemic continues prevailing into next year.	High	High	Flexibility should be built on GON and PLGSP in implementing the programs. Considering the programs implementation PCC, NEC, NSC should sit on earlier than scheduled in Pro Doc. And those committees will take necessary decisions.
2	Reduced internal resources of PLGs because of COVID-19 pandemic	Medium	Medium	Project focuses on improving the efficiency of PLGs on resource mobilization
3	Local Governments will not be getting additional HR at work due to measures imposed by Federal and Provincial Governments	High	Medium	Broaden capacity development strategy for local governments and use additional experts, volunteers, interns as technical hands/resource persons to help PLGs
4	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.
5	Weak coordination between the PPIUs and PCGGs.	Medium	Low	Establish Coordination Team under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members
6	Weak financial management in provincial and local governments	Medium to High	Medium to High	Strengthened PFM system at all levels. Increased awareness of the importance of robust PFM amongst leadership at sub-national levels.

				Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)
7	Programme activities cannot be sustained when the programme ends	Medium	High	Institutionalize cost sharing mode of capacity building in provincial and local governments. Develop and institutionalize PCGGs as centers of excellence at provincial levels in a self-sustained way
8	Weak voice of local governments (lack of the recognition of Local Government Associations - LGAs)	Low	Low to Medium	Recognize the LGAs as forum for local governments for collective consultations and representation at provincial and federal levels
9	Non-JFA DPs and INGOs working in governance reform and capacity building reluctant to align within the PLGSP framework	Low	Low to Medium	Better coordination with non- JFA DPs and INGOs through a regular dialogue process. Flexible programme approach to allow non-JFA DPs to operate within the PLGSP framework

5 COVID responsive activities

The activities and budget under ASIP 20/21, particularly that has been directed to respond COVID19 is provided in the attached Annex-1.

Annex 1: COVID Responsive Activities and budget under ASIP 2020/21

1. Background

The needs for COVID-19 response are at the local level with additional pressure to local governments to re-orient and re-prioritize their programme to respond to the people needs caused by COVID-19. As PLGSP works with local governments quite a lot is expected towards helping LGs to respond to the needs of the people caused by the COVID-19. As such with the mandate and PLGSP framework, PLGSP will not have direct implemented interventions in Quarantines Centres or specific COVID-19 response programmes at the community level. However, PLGSP in broad perspectives have a significant role in terms of developing capacities on demand basis on core government functions of Provincial and Local Governments, including in the areas of periodic/recovery plans preparation, systems and tools development, strengthening administrative functions and working procedures, public finance management, learning and knowledge management, communication, promoting accountability which will help PLGs to better plan and prioritize their programmes to respond to COVID-19. The majority of the PLGSP budget (98% of the ASIP 2020/21 budget) will focus on achieving the core outputs of PLGSP which will also contribute towards responding to COVID-19 by adopting optimum flexibility and adaptability in the capacity development support activities to PLGs in terms of developing Covid19 responsive plans, policies and strategies so that they become able to retort Covid19 within the mandate of Programme Document. The Innovative Partnership Fund (IPF), as stipulated in output 12 of the ASIP, will provide immense prospect for Local Governments to respond to the Covid19 Repression and Management in terms of finding innovative schemes that will provide innovative solutions for the recovery from socioeconomic impact of Covid19. Key activities like LGs Rapid Needs Assessment and Covid19 Crisis Management Information System (CMIS) will provide required baseline information and data for the prioritization of recovering activities and Covid19 Responsive Planning, that can be supported through Innovative Schemes. Hence, the overall programme interventions and budget will enable provincial and local government to give practical solutions and find ways to recover from the adverse socioeconomic impacts of Covid19 pandemic.

In addition to this, the following new activities are developed more specifically towards the COVID-19 response and are integrated in the ASIP of PLGSP 2020/21. These new activities estimate approximately 2 % of the budget of ASIP 2020/21.

2. Activities and budget

2.1 Training on gender /inclusion and GBV to promote and ensure GESI friendly / sensitive and safe quarantine for women, girls and other vulnerable and excluded people to properly respond and manage COVID -19

Dedicated training on GESI for elected representatives and the staff of PLGs will be re-oriented towards addressing the gender related violence that could happen in the quarantine management. It will help to integrate prevention efforts and services to respond effectively to GBV and violence against girls and women, people from marginalized and vulnerable groups and ensure quarantine services in their areas are safe and dignified.

GESI checklist for monitoring quarantine facilities developed by the Ministry of Women, Children and Senior Citizen (MoWCSC) will be used in the training. In addition, if any agencies (I/NGOs) are interested or engaged in -19 response programs and/or in quarantine support then PLGSP program will liaise with PLGs and support in facilitating the process to coordinate with PLGs.

PPIU/PCG at province level in coordination with Ministry of Social Development and its Women, Children and Senior Citizen division will facilitate orientation/training to enhance the knowledge on GESI and use such GESI checklists thoroughly to make sure that the COVID-19 response programs and quarantines services in their areas are safe and dignified. It is planned to train the GESI focal person and an elected representative on available GESI tools and checklist. So, they would be able to monitor the GBV and contribute to avoid GBV in the quarantine.

SN	Activities	Budget Rs. "000"	Source of Budget
1	Orient Staff of PLGs on using GESI tools and checklists/tools available. PLGSP will train 1596 (target is inclusive of total mentioned under output 13.1 & 14.1) official and local elected representatives through a dedicated training to deal with gender-based violence ongoing along the side of quarantine and ensure quarantines are safe and dignified for women, girls, people from vulnerable and marginalized group.	3,765	Output 13.1, 14.1 /Outcomes 3: out of total estimated budget for GESI/GBV training Rs. 15,060 thousand; 3, 765 is estimated to be for sensitizing elected representatives and PLGs officials.
	Total	Rs. 3,765	

2.2 Support PLGs in implementing COVID-19 response programs through mobilizing university graduates and experts

COVID- 19 has adversely affected all development sectors including government, non-government and private sectors. Moreover; poor, daily wage labor and unemployed youths of rural and urban areas are badly affected due to continuous lock down and the situation is much worsening as observed. Furthermore, thousands of unemployed youths who had fled to India and other foreign countries have already started to return back to their home due to the outbreak of COVID-19 in parts of the globe. Considering the situation, Gandaki Province and Province-1 has planned to mobilize university youths in various sectors (Agriculture, Veterinary, Engineering, Law, GESI) to address the issue of unemployment through PLG's adapted service delivery in the context of post COVID-19 recovery. This activity is a slight deviation from human resource development plan preparation under output-6 and re-oriented towards mobilization of university graduates and experts to support PLGs on demand to respond to COVID-19. The volunteers/ experts will make best use of the C-MIS, link needs and skills of returnees and facilitate PLGs to use post COVID-19 need assessment tools and recovery plan preparation. As demanded by province-1 and Gandaki province the expert service will be used for business continuity in the current context.

SN	Activities	Budget Rs. "000"	Source of Budget
1	Mobilize about university graduates to support implementation of COVID-19 recovery plan of the local governments in Gandaki province	5,875	Output 6, /outcome 3 Tentatively 25 % of total budget allocated by province 1 and Gandaki (NRS. 13,500 in thousand)
2	Study on effects of COVID-19 in employment sector and future opportunity of province by three provinces	6000	About 100 % budget of ASIP activity 5.12. COVID-19 needs assessment tools and guidelines on recovery plan preparation developed by PLGSP and will be used for the purpose.
	Total	11,875	

2.3 Knowledge sharing with disaster management committee

Constitution of Nepal 2015, and recently approved Disaster Risk Reduction and Management Act 2017 are the latest legal arrangement for Disaster Risk Reduction and management. In addition, Natural Disaster Relief Committees established from the Centre to the local level as per the laws.

Thus, Coordination and collaboration with Disaster Management Committee at Province, District and Level would be instrumental in sharing knowledge products/tools and information to respond to COVID-19. PPIU at the provincial level will engage and support that P/LGs representatives are actively taking part in these committees to make sure that affected citizens and communities are getting quality support and services from local governments and other committees/networks related to crisis management. On the basis of the issues, the representatives of such committees/networks would also be invited in the PLGSP PCC meeting to discuss and make common understanding on the issues, increase knowledge networks and undertake common initiatives.

SN	Activities	Budget Rs. "000"	Source of Budget
1	Coordination meeting, knowledge sharing related to different studies and recommendation with regards to responding to COVID (PCC PLGSP engage relevant stakeholders based on the issues with regards to COVID	600	Output 5/outcome 2 About 33.33 % of total budget proposed for PCC meeting and decision implementation is estimated
	Total	600	

2.4 Information management for post-COVID response, recovery rehabilitation

MoFAGA through PLGSP has developed a web-based reporting system called Crisis reporting Management Information System (CMIS) which collects, filters, analyzes and reports COVID-19 related information from all local governments. This CMIS allows local governments to collect comprehensive data regarding COVID-19, their status, readiness, preparedness, and their issues and challenges, and supports reporting requirements of LGs, districts, provinces and federal ministries, particularly MOFAGA.

The CMIS, for example, has spatial data of institutions like quarantine, health institutions, municipalities. It also has personal detailed data of an individual returned from abroad or outside the country, stayed in (or released from) quarantine, relief beneficiaries etc. The personal data has contact details, their ward and town/ village level information which can help in increasing accessibility when needed.

In addition, and more importantly it is realized that the information system needs to be broadened to cover all kinds of crisis rather than only COVID-19. It requires development of a separate module linked with skill enhancement with extended role of IT support. The existing data system have the information on the returnees (migrant workers) but their skill yet to be collected through telephone conversation and entered into the system. Collected skills related information can be very helpful in the planning for post-pandemic response, recovery and rehabilitation, more importantly linking with PLGs' post COVID-19 recovery plans. Based on the skills those individuals have, PLGSP can help the province and local governments in formulation and implementation of relevant evidence-based capacity development programs. Such capacity enhancement programs can help in sustainable improvement of livelihood. Therefore, IT support under activity 8.1 in ASIP will be re-oriented to C-MIS improvement with focusing on post-COVID-19 response.

SN	Activities	Budget Rs. "000 "	Source of Budget
1	Improving C-MIS	50,968	Output 8/outcome 2; about 25 % of total 271833 (applied to 75% PLGSP contribution only) under 8.1 in ASIP
	Total budget	50,968	

Total COVID dedicated budget (activity 1+2+3+4) = Rs. 67.208 million (0.56 million. USD: 1 USD=119 NPR). Which is 1.88 % of the total ASIP budget 2020/21.

3. Consequence on budget project results

The estimated budget is inclusive of ASIP and activities are slightly re-oriented with minimum implication on the project result, will further review at the end of year as well to see implication on budget on actual basis.

4. Reporting

Reporting on COVID-19 related response of PLGSP, including the specific new activities will be embedded within the routine Monitoring Evaluation and Learning reporting system of PLGSP in a separate section. The narrative will clearly capture the activities accomplished, outputs delivered and contribution to the programme intended results and the financial delivery as well. Cases studies will also be included to substantiate the quantitative achievements.