

Bagamati Province Government
Office of Chief Minister and Provincial Ministers

PROVINCIAL AND LOCAL GOVERNANCE SUPPORT PROGRAMME (PLGSP)

Annual Progress Report

August, 2023

**Provincial Center for Good
Governance (PCGG)**

Jawalakhel, Lalitpur, Nepal



**Provincial Program
Implementation Unit (PPIU)**

Makwanpur, Hetauda, Nepal

Forward

The Provincial and Local Governance Support Program (PLGSP) is a national framework program of the Government of Nepal (GoN) aimed to build institutional, organizational and individual capacities at all level of government, with a special focus on provincial and local levels. The Program aims to contribute to deliver quality services at provincial and local levels, to promote local development and to enhance economic prosperity. As provincial governments are implementing agencies of the program, Bagamati Province has been implementing this program since the fiscal year 2019/20.

This annual report reveals the progress of Provincial and Local Governance Support Program (PLGSP) Bagamati Province of fiscal year 2079/080 under OCMCM. PLGSP helped the amend law, accelerate the province and local government toward digital service, financial discipline, GESI mainstreaming, Various plans and CD activities for government staffs and elected representative. This year 1784 elected representatives, 1694 local government officials and 446 provincial government officials acquired knowledge through various capacity building training. Provincial Program Implementation Unit (PPIU) and Provincial Center for Good Governance (PCGG) are implementing by its two units of PLGSP program activities. Innovative partnership fund mobilization was the one main task of OCMCM and we successfully accomplished with the financial delivery of 78 percentage which fund is directly mobilize through community got tangible result. Certainly, all the task that were completed match the PLGSP program's objective.

I congratulate to all government service holders, TA team at PPIU and PCGG for constant effort to achieve the program intended results. I also extend my thanks to all staffs of OCMCM, provincial ministries, local governments for their support and ongoing effort. For all these achievements, the technical support and guidance provided by MoFAGA and PCU is also high worth. Honorable Chief Minister of Bagamati Province including members of Provincial Coordination Committee has played lead role to make decision on time.

To sum up, support of PLGSP, good governance progressed in provincial and local governance of Bagamati Province.

Thank You

Shiv Ram Gelal

Provincial Secretary/Provincial Program Director (PPD)

Office of the Chief Minister and council Minister

Bagamati Province, Hetauda

Abbreviation

AI	:	Appreciative Inquiry
ASIP	:	Annual Strategic Implementation Plan
CD	:	Capacity Development
DCC	:	District Coordination Committee
FCDO	:	Foreign Commonwealth Department Organization
DP	:	Development Partners
FCGO	:	Financial Comptroller General Office
FY	:	Fiscal Year
GESI	:	Gender Equality and Social Inclusion
GoN	:	Government of Nepal
ICT	:	Information & Communication Technology
IPF	:	Innovative Partnership Fund
IT	:	Information Technology
ITO	:	Information Technology Officer
JFA	:	Joint Financial Agreement
LDTA	:	Local Development Training Academy
LG	:	Local Government
LISA	:	Local Institutional Self-Assessment
M&E	:	Monitoring and Evaluation
MIS	:	Management Information System
MoFAGA	:	Ministry of Federal Affairs and General Administration
PAMS	:	Public Assets Management System

NEC	:	National Execution Committee
NPD	:	National Programme Director
NPM	:	National Programme Manager
OCMCM	:	Office of the Chief Minister and Council of Ministries
PCC	:	Provincial Coordination Committee
PCGG	:	Provincial Centre for Good Governance
PCU	:	Programme Coordination Unit
PFM	:	Public Financial Management
PG	:	Provincial Government
PLG	:	Provincial and Local Governments
PLGSP	:	Provincial and Local Governance Support Programme
PPIU	:	Provincial Programme Implementation Unit
SuTRA	:	Sub National Treasury Regulatory Application
TA	:	Technical Assistance
ToR	:	Terms of Reference

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1. Summary

Executive Summary

Development is a process and it takes time to make things happen. Especially, the governance program shows its impact gradually over a long period. In this regard, the support of PLGSP to Provincial and Local government in Bagamati province is moving toward gradually improving and demonstrating more accountable and responsive behavior towards the citizen. Allocated development resources to LGs and PG as per the community priorities which linked with the ultimate goal of the Programme is to attain functional, sustainable, inclusive and accountable provincial and local governance. This year also select the activities based on output/indicator and In accordance with the programme aims to contribute to delivery of quality services at provincial and local levels, promote local development and enhance the economic prosperity program implemented as good as far. This report covers the progress made for the period of 16 July 2022 to 16 July 2023.

During this reporting period, PPIU and PCGG Bagamati province made a number of progress in both of the outcomes 2 and 3; and subsequent outputs except output 11. PPIU has been providing technical support on policy/laws, review, institution and system strengthening to provincial government and local governments. Likewise, PCGG has been delivering training, orientation and capacity development activities to elected representatives of provincial and local government as well as PG and LG staff. Together with the physical progress highlighted below, PLGSP Bagamati province performed the activities with the amount of NPR 159387900 which is 44% progress of total cost.

During the implementation period, Bagamati province encountered countable challenges. Major notable challenges on the delay of PCC meeting and lengthy procurement process took time to implement IPF, quality assurance of capacity development interventions with various plans, time management of PGs, lack of knowledge sharing with coordination shortage between PCGG and PPIU and Change of Executive Director in PCGG have also faced. The progress against each of the planned activities is described in the text. Key achievements of the reporting period have been summarized as follows:

Summary- PPIU

- PPIU Bagamati has accomplished the orientation program on IPF, FRRAP and ICS. Similarly accomplished four PCC meetings including one annual review meeting, three quarterly review meeting and once planning meeting.
- Conducted the law review process of the provincial and local cooperative law. One provincial and 96 LG's cooperative law has been reviewed.

- Innovation in the areas of governance, public service delivery and local economic development, Bagmati has selected eleven IPF projects, budget was disbursed to the selected LGs and accomplished the projects.
- "Learning through exchange of experiences" is really good for the program means of support. In the leadership of the Provincial Program Director, members of the provincial coordination committee, OCMCM officials visited Madesh PCGG and OCMCM as thoughtful visit.
- One Interaction program on law drafting with provincial assembly members and next one interaction program with the secretaries of all PG ministries on service delivery practice issue challenges and further correction on service delivery.
- 20 local governments documents (plan, strategy, policy) which were completed by the technical and financial support of PLGSP has been studied and provided feedback to respective LGs.
- 211 Male and 27 Female officials have participated in various workshop and thematic discipline organized by PPIU.
- During the fiscal year 2022/23, PPIU achieved 67.1 % financial progress.

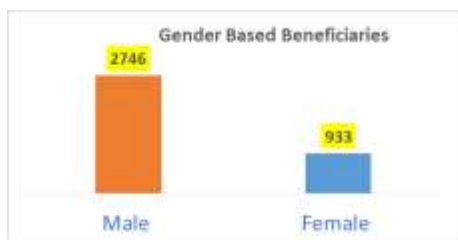
Summary- PCGG

- OCMCM has deputed an Executive Director-1, Director-1 Deputy Director (Officer level 7th) -3, Account Officer (Officer 7th) -1 6th level officer-2 and computer operator. Altogether 16 civil servants (Female 10 and Male 6) have been working in PCGG including the support staff. Besides a team of six TA members are serving PCGG.
- In this fiscal year the meeting of PCGG Steering Committee held once and the meeting of PCGG Board took place and made necessary policy decisions to operationalize PCGG.
- Two training halls renovated and well managed with the furniture and AC. PCGG has prepared a vision paper envisioning PCGG as a center for excellence having training qualities.
- Courses/curriculum have been prepared and implemented on EIA/IEE, Solid waste management, Heritage management, building code and officer-level in-service training subjects for conducting long and short-term training.
- Conducted LISA orientation to LGs by the end of the FY, 118 LGs uploaded LISA reports in their website. District level FRRAP orientation programme was conducted in three stages. 117 LGS have published the FRA results on their website.
- Conducted orientation on Mid Term Expenditure Framework (MTEF) to newly elected representatives and officials of 30 LGs.
- 50 LGs stakeholders benefited from social accountability promotion training programme organized by PCGG.
- RIAP implementation support program organizes for 20 LGs to build-up common understanding about role and responsibilities of the Revenue consultation committee and staff of the revenue section.
- Similarly, Training for the LGs stakeholder have organized on the theme of Heritage Management & Environmental Studies, Solid Waste Management, IEE,EIA, VERSP, Building code, pre service training, In service training, Effective Service Delivery, Public Procurement Management and basic service delivery to ward committee members.

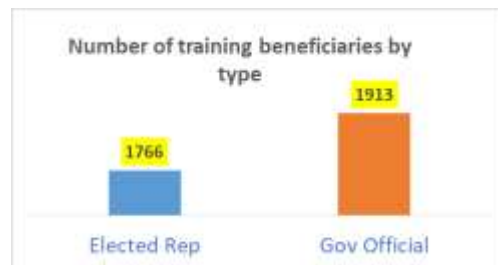
- On the topic of Procurement, motivational, PAMS, Courtesy management and In service training organized for the PG staffs and elected representatives.
- In this fiscal year total 21 different training events/workshops were accomplished on ten different thematic areas of PCGG. A total of 3389 (906 females and 2483 Male) beneficiaries (LG staff and representatives) benefited from these CD activities.
- 30 LGs conducted GESI audit and endorsed the resources in the identified sector. Similarly, conducted orientation on implementation of GESI Strategy to LGs, Capacity development training on GESI Activities to GESI Focal Person, Learning and sharing workshop on GESI Audit, GESI Strategy and GRB and orientation on CFLG to LG representatives have also been conducted to support the GESI mainstreaming.
- By the end of the FY, (24.3 %) of financial progress has been achieved. Total 48499993.34 NRs was expended out of 199600000 NRs of annual budget over the period including PCGG operational cost and equipment purchasing.

2. Output wise Progress

Key Achievement against target



Achievement of milestonewise key activities progress seems good comparatively with last year but financial achievement of PCGG has reduced and PPIU has increased. Majority of the indicators that have made achievement and few of them only have made moderate progress. Due to the



several limitations, few indicators of the log-frame targeted for this fiscal year has dropped and few are in the initial stage so the progress under corresponding output has not been seen tangible by the end of this reporting period. Few indicators with significant progress are presented in this section. Major activities of capacity building through PCGG and PPIU is the remarkable success to strengthen the provincial and local government institution. Total 3627 (2646 Male and 933 Female) trained on the various governance topics. 1766 elected representative and 1913 government staff took advantage through CB activities on their demanded role. Further, Interaction program for efficient service delivery and study over the products of PLGSP Bagamati province has also been carried out to ensure the quality of the planned activity. Outputwise detail has mentioned below.

M&E Framework Target Vs Achievement

Description (Project outputs /Log frame indicator)	Target	Progress	Achievement
Output Indicator 11: PGs have necessary Acts and Regulations to operate and deliver service on their exclusive and concurrent rights assigned by the constitution	10	5	Five laws formulated and two laws reviewed
Output Indicator 12: Federal institution at provincial level fully functional in cooperation with PGs	3	1	DCC
Output Indicator 13: Provincial and local government jointly hold consultation on legislative drafting	2	1	Local civil service act
Output Indicator 14: Provincial Coordination Council	4	9	Meetings

strengthened.			
Output Indicator 15: PGs developed vertical and horizontal accountability system.	1	1	Conducted Public Hearing
# Of PGs adopted horizontal accountability systems/ mechanisms	1	1	
Output Indicator 16: PGs introduced GESI audit.	11	0	
Output Indicator 17: PGs use technology for data integration and information sharing.	1	1	
Output Indicator 18: Digital database system established in Provincial governments	1	1	
Output Indicator 19: Provincial Public Service Commissions established and functional	1	1	
Output Indicator 20: Organizational Performance assessment system established.	1	0	
Output Indicator 21 (A): Prepared concept paper of PCGG	1	1	
Output Indicator 21 (B): PCGG established and functional in all provinces.	1	1	Provincial Good Governance Center established under Executive Order
Output Indicator 21 (C): Staffs working in PCGG		15	
Output Indicator 21 (D): Trained staffs in PCGG		28	Within two years
Output Indicator 24 : LGs adopted IT-based system to collect and analyze socio-economic data	1	1	
Output Indicator 25: LGs able to demand for capacity building support based on LISA report.	119	34	

Output Indicator 26: LGs adopted transparent financial management system.	119	119	
Output Indicator 27: LGs adopted LISA tool.	119	118	
Output Indicator 28: LGs developed vertical and horizontal accountability system	1	1	
Output Indicator 29: Horizontal cooperation agreement between LGs on common issues (waste management, water management, environment, fire brigade)	1	10	
Output Indicator 30: Vertical cooperation agreement between PG and LGs on local economic development		11	IPF Projects
Output Indicator 31: PGs and LGs develop GESI strategy, oversight committee and GRB	119	85	LGs prepared GESI strategy
Output Indicator 32: LGs adopted code of conduct to control exploitation and including sexual harassment	119	45	
Output Indicator 33: LGs adopted child, senior citizen and differently abled person friendly governance policy.	119	116	
Output Indicator 34: LGs encouraged communities to participate in decision making process			
Output Indicator 35: LGs adopted citizens grievances responding mechanism		116	
Output Indicator 36: Proportion of decision-making positions held by women in public institutions (SDG 16.7).			Need to end line survey

Output Indicator 37: IPF established under OCMCMs		1	Established
Output Indicator 38: IPF operationalized to incentivize innovation.		11	
Output Indicator 39: Innovation and partnership Fund establish vertical cooperation between PGs and LGs		0	
Outcome Indicator 7: Proportion of population satisfied with their last experience of public services (Ref SDG, 16.6.2).			need end line survey
Output Indicator 40: PGs develop comprehensive CD plan.		1	
Output Indicator 41: Enhanced capacity of PGs staff.		1208	
Output Indicator 42: Provincial Assembly members knowledge enhanced		88	
Output Indicator 43: Elected official (Mayor, Deputy Mayors, Ward Chair, Chiefs and Deputy Chiefs) fully satisfied with their performance.			need end line survey
Output Indicator 44: LGs prepared CD plan		43	
Output Indicator 45: Enhanced capacity of elected representatives of local governments		5670	
Output Indicator 46: Enhanced capacity of local governments staff.		1047	

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

Support to Bagamati Provincial parliamentarians on law-making process and study of prepared laws of LGs is the one of the major activity. Subsequent to the milestone attended a study on provincial cooperative law and local-level cooperative law, their strengths, and their weakness. OCMCM Bagamati Province has accomplished a study of various documents prepared for LGs in the technical support of PCGG. After the ICS training budget irregularities in the ministries has been decreased. Ministries have started to conduct public hearing program to enhance the transparency in ministries. In terms of strong areas in ICT, Bagamati Province has formulated an eGov Master Plan, providing a strategic direction for ICT development. In addition to these achievements, LGs in Bagamati Province has invested in critical ICT infrastructure, including expanding the network, implementing servers, providing internet access, offering free Wi-Fi, and ensuring power backup systems. The province has prioritized knowledge management, offering ICT-based training to local government staff to enhance digital literacy and capacity building. GESI mainstreaming on provincial government and local government is the key milestone of the program. 30% local level have conducted GESI audit annually and allocating budget from internal resource. 85 local levels formulated GESI Strategy and implementing after approved by LGs Executive Committee, and posted in website. Almost two thousand elected representative and staff were capacitated in fiscal year 2079/2080 and implemented GESI strategy effectively. The IPF schemes were mainly focused on Service delivery (IT) and local Economic Development (Agriculture, Waste Management and Entrepreneurship). The implementation of IPF schemes has created the local income generation, easy social delivery through IT and helped to extend the local business areas. Moreover, the waste management by the LGs have resulted to the green recovery of the areas resulting in the safe and clean environment. On the other hand, the successful implementation of IPF schemes has created an innovative room to LGs to explore the innovative activities within their areas

Output 4: Provincial governments drafted legislation in a consultative manner

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

Milestone: Four law formulate/review

Progress: Achieved

As per the plan, OCMCM law division in coordination with governance reform and coordination division has conducted the law review process of the provincial and local cooperative law. One provincial and 96 LG's cooperative law has been reviewed. The study team provided the 21 bullet points recommendation for the further action. In this regard, it is concluded that the regulatory part of the cooperative is written fully in federal cooperative law however it doesn't include the provincial and local regulation and so on. Federal cooperative law 2074 doesn't envision the provision of regulation of provincial and local cooperative law. Likewise, the study has been

concluded with 21 points in order to further strengthen the cooperative law of the province and local government.

4.3: Conduct orientation/ interaction program on law drafting for Province assembly members

Milestone: One Interaction/Orientation event

Progress: Achieved

A workshop has been organized on law-making process of the province for provincial parliament members of Bagmati Province. The workshop reviewed the existing laws and analyze and list the remaining laws required by the state. It also find out the positive aspects of the state law issues and identifies areas of cooperation in law-making.

Chief Minister, Shalikram Jamkattel expressed his hope that the assembly members would get more information about how and why the law is made through this program. Chief Secretary of the Bagmati Provincial Government, Mukund Prasad Niraula, expressed the opinion that the members of parliament have an important role to take theoretical knowledge into practical knowledge. Facilitated information was given about the aspects of the construction process by relevant subject matter experts. The workshop identified and discussed the areas of improvement for the quality law-making process. If the Provincial and Local Level successfully implemented the Federation, Province and local government Coordination and Interrelation Act, 2077 is successfully implemented, most of the problems will be solved. Parliament members got knowledge about the process of law-making at the state level through intensive interaction. The program was concluded by Apsara Chapagai, Deputy Speaker. At the time of closing, expressed the opinion that the program was very successful and that he personally can now teach others. A total of 88 (Male 54 Female 34) participants were present in the program.



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

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

5.13: Conduct GESI/GRB Audit at PG ministries

Milestone: Three GRB/GESI audit of PG ministries

Progress: Dropped

5.16 Develop and endorsed GRB guidelines for PG

Milestone: Prepare and implement GRB guideline

Progress: Dropped

4.4 Provide Support to the Provincial Coordination Committee meeting of PLGSP

Milestone: Three meetings achieve and implement the decision

Progress: Achieved

Five events of the Provincial Coordination Committee (PCC) meeting have been completed and made the decision below in the attendance of the Chief Minister.

- Progress Review of PLGSP Bagamati
- Approval of full proposal and provide authority of budget release to selected LGs of IPF fund.
- Approved IPF fund budget released in installments. Only 60 percent budget was released in the period of the agreement. Based on the physical progress, the remaining budget will release from OCMCM. PCC has approved proposed activities for FY 080/81 through PPIU and PCGG, along with the suggestions received from the committee members.

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

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

6.2 Implementation of e-governance master plan

Milestone: Data digitization, digital cabinet

Progress: Dropped

6.15 Strengthen internal control system and prepare internal control guideline of ministries and establish IC system as per guideline)

Milestone: One orientation completed and operationalize ICS guideline

Progress: Achieved

Orientation on ICS for officers of PG minister completed. Total 30 participants from 11 ministries participated in the event. After the orientation was executed, expert individually oriented to targeted ministries' officials about the internal control system guideline. To date, OCMCM has published Internal control guideline on its website and four Ministries have finished preparing internal control guidelines. OCMCM guidelines are also in the certification process.

6.22 Conduct orientation on FRA (Guideline and portal) for PG

Milestone: FRA orientation and evaluation of PGs

Progress: Orientation completed and evaluation remains

This is the second orientation organized by OCMCM on FRA to the representatives of all ministries. Orientation was conducted on the indicators of Fiduciary risk to all representatives and find out any shortcomings on those indicators to make FRA more acceptable and reliable for all ministries. Orientation was also focused on orienting all the participants to the online portal and make it better to suit every ministry's need. In this orientation total 40 participants where as 5 female and 35 Male participated.



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

Milestone: Visit the event report and track the best practices

Progress: Achieved

Seven members visiting team led by the Secretary of the Chief Minister and Council of Ministers Office, Bagamati, Shivaram Gelal, visited the OCMCM and Provincial Research and Training Center of Madhesh Province and held a discussion with the employees of the center. Nurhari Khatiwoda acting chief secretary from OCMCM and Satar Ansari, executive director of the training center welcomed the team. The joint visit and discussion of all the officers and employees of both the Chief Minister and Council of Ministers offices was found significant. It has been learned to manage the quality of the training, to prepare the training manual to conduct the training only by agreement between the local government. Regarding the implementation of federalism, a few controversial issues have been resolved. By sharing the learnings from the visit, there has been a positive change in the knowledge and perception of the employees. It will be support to instrument major areas such as planning, policy rules, budget, implementation and decision-making process, gender equality and social inclusion, organizational strengthening. Similarly, Exemplary works of Provincial Research and Training Center of Madhesh Province were executed. The work of conducting research and training based on problems, not on demand and supply, has started. To manage the quality of the program, a standard operating procedure (SOP) was developed and implemented.

6.30 Organize consultations/ interactions workshop at PG (Organize trimester/semi-annual/annual progress review/ planning meeting including PPD/PPM/ED at PG level)

Milestone: Four Review/Reflection meetings

Progress: Completed

Four review and reflection meetings have organized quarterly and annually. Three quarterly meetings one annual progress review meeting and one meeting with the new chief minister to brief the program intervention have been organized at Hetauda. The review meeting was focused on the IPF intervention, progress achievement and planning of the activities. Feedback from Chief Minister and Chief Secretary has to be further incorporated into ongoing and planning activities.

6.30 Organize consultations/ interactions workshop at PG (Organize a pre-planning meeting for FY 2079/80 with PG ministries

Milestone: Planning meeting for the next year

Progress: Achieved

Pre-planning meeting was conducted in the presence of the Chief Minister, chief secretary, OCMCM secretaries and officers of PCGG including TA team of PCGG. concerned stakeholders provided their valuable feedback on the effectiveness of planned activities and activities to be planned for FY 2080/81. PCC members has also participated in the meeting and put on their view. The members suggested providing sufficient time for planning of activities rather than implementation. They also suggested reducing the number of activities that are not related to governance and focus on technical training.

6.34 Workshop on governance strengthening and service delivery system of PG ministries

Milestone: Workshop event to identify the best practices and challenges.

Progress:

A workshop on the provincial ministry's good governance and service delivery practice was organized with the aim of learning and problems and preparing action plans for the coming days by interacting on various issues such as what is the status of service flow in ministries within the province, best practices of the ministry, and the provencial of challenges and opportunities. Chief Secretary Mukunda Prasad Niraula informed that this program was conducted to further organize the best service flow of the ministries. He said that good governance is a feeling that measures to solve the needs of the people. In the interactive program, 12 presentations from Public Service

Commission, Office of the Chief Minister and the Council of Ministers and ten ministries were made.

Deputy Secretary Narayan Prasad Bhatta was invited from the office of the Prime Minister and Council of Ministers to discuss and reach a conclusion on the presentation of the overall program. Since the challenges and problems of all the ministries are almost the same, it was suggested that in the future, when such programs are held, the programs should be prepared so as not to repeat and ministries should pay attention to the new innovative activities using technology. He suggested that the following thematic area should be prioritized while providing services in the future.

- ❖ Digital transformation
- ❖ Open Government
- ❖ Collaborative Government
- ❖ Evidence Based Policy
- ❖ Agile and Adoptive Governance
- ❖ Sustainable Development
- ❖ Empowerment local government
- ❖ Automation Office

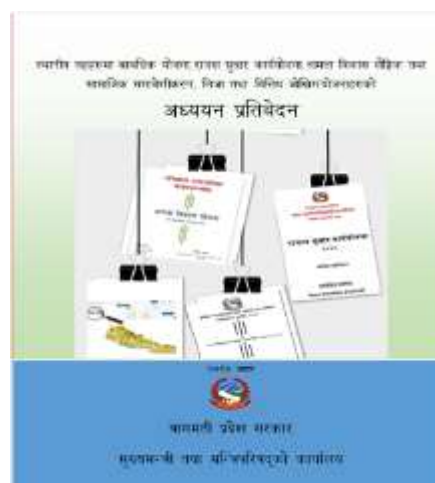


6.38 Review implementation of Periodic Plan, RIAP and CD plan

Milestone: Review report of 21 documents of 10 LGs reinforced by PLGSP

Progress: Achieved

OCMCM Bagmati Province has accomplished study of various documents prepared by LGs in the technical support of PCGG. Five team visited the 10 local governments and studied 21 documents together with Periodic plan, GESI strategy, CD Plan, RIAP and team also analyzed the LISA and FRA status of LGs. It has been found that the plans, action plans and strategies prepared with the technical support and coordination of the Provincial Governance Reform section under the Office of the Chief Minister and Council of Ministers of Bagamati Province are relatively good. Since the field of periodic planning is wide,



it seems that a periodic plan should be made if that can be easily implemented. It would be good to prepare a periodic plan by appointing experts/consultants by the municipality itself for the

creation of the plan for a fixed period of time, ownership will remain and the work done will be result-oriented. It seems that initiation should be taken to implement the improvement measures given in the revenue improvement action plan. It seems that the consultants who do not prepare quality documents within the given ToR should be penalized since it was found in the capacity development plan of Kalinchok Rural Municipality. From now on, when the local level prepares the annual program, it is mandatory to study the mentioned documents and include them in the annual program according to the need, and it is necessary to send correspondence to all the local levels through the provincial center for good governance.

Local government has also suggested to OCMCM

- PCGG should be directed to execute the program only on the basis of demand.
- All local levels have requested the provincial government to invest in large and multi-year projects.
- High demand of training for basic infrastructure training, procurement management and legal training for public representatives and government officials.
- Provinces should send infrastructure programs based on the priority of municipalities.
- Plans should be selected and implemented in agreement with the local level and the province.
- The tax interest rate of stone and sand should be the same for all the municipalities, for this the province should monitor.
- A separate provision should be made for municipalities with low internal resources.

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

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

7.1 Renovate physical infrastructure of PCGG (Provincial Training Center)

Milestone: Renovated PCGG building

Progress: Achieved

Two training halls are renovated and well managed with the furniture and AC. The capacity of the training is 35 to 40 people each hall. Currently, both halls are functioning. Similarly, a garden was constructed with a plantation in front of the PCGG building and a garage was maintained. The interior of one hall at ground floor was accomplished to develop it as a library. All three halls were furnished with AC, sound system and training essentials like projector, soft board,

whiteboard, projection screen etc. Main gate structure was reconstructed with the provision of RCC column and footing as it was in a dilapidated state.

7.2 Construct new physical infrastructure for PCGG (Training hall and hostel)



Milestone: Training hall and Hostel

Progress: Dropped

7.4 Develop Business /Strategy plan of PCGG

Milestone: The business plan of PCGG

Progress: PCGG 5 years strategy plan prepared

In accordance with the authority given by Section 5 of the Provincial Governance Act 2077, the Provincial Governance Center (Establishment and Operations) Order, 2077 issued by the Bagamati Provincial Government for the purpose of arranging training for the elected, nominated and appointed officials and employees at the provincial and local levels to enhance their administrative, Financial and managerial work efficiency. Institutional system and personal capacity development programs are being conducted in order to make the effective services provided by the provincial and local governments to the citizens. In addition, the center provides capacity development training, seminars, interactive programs, curriculum and training material preparation, induction and in-service training, retirement planning assistance for employees, study, research and consulting services, knowledge management, coordination, collaboration and partnership in various subject areas. Apart from this, the Province Good Governance Center (Establishment and Operation), Order 2077, under the authority of the values and norms according to section 4, has arranged the work, duties and rights of this center under section 5. In order to Section 15 Schedule 2 of this Order 2077, it has managed the organization, structure and staffing. Province Good Governance Center establish as a specialized training center of the Bagamati Provincial Government in the future. So, center has need to analyze from the legal, administrative and structural aspects for its strengthening and institutionalizing PCGG. In fiscal year 2079/80 PCGG has allocated Rs. 5 lakhs for PCGG strategic plan. Hence, PCGG has hired consultancy firm for preparation of PCGG 5 years' business plan.

7.5 Conduct training on different thematic areas to PCGG staff

Progress: One event of the ToT was conducted

In order to increase the effectiveness and efficiency of the capacity building programmes run by the provincial centre for good governance, a 5-day "Training of Trainers (ToT) on Curriculum Development and Facilitation" was conducted for the capacity development of the civil servants and technical teams (TA) working in the center. The training was facilitated by the Nepal Administrative Staff College (NASC). The program was inaugurated by Mr. Gopal Krishna Neupane, Executive Director of Provincial Governance Center. Similarly, at the closing program, Dr. Rajan Khanal, Executive Director of NASC, distributed certificates to the participants. Total of 18 people participated in the training program, including director, deputy director, officer level sixth, TA experts and program assistant and information technology assistant. In which 7 men and 11 women participated. Training covered areas are:

- Principles of adult learning
- Systematic approaches to training
- Identify training needs
- Determining objectives and curriculum
- Facilitation skills and session planning
- Training management and coordination
- Training report preparation
- Practical exercises

7.8 Prepare CD training materials for PCGG (training materials & curriculum)

Milestone: CD training material for PCGG

Progress: Training materials and curriculum/courses designed

The training materials were prepared with the aim of using the identified materials of the center in the programs conducted by the PCGG. In addition to that, courses/curriculum have been prepared and implemented on various subjects for conducting long and short-term training. They are as follows.

1. Officer level sixth (35 days In-service training for Province)
2. EIA/IEE
3. Solid Waste Management
4. Heritage Management
5. Building code

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

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

8.4 Prepare Capacity Development Plan of LGs

Milestone: 20 LGS CD plan

Progress: Not achieved due to complaints registered by consultancy firms in CIAA.

8.5 Prepare Periodic Plan of LGs

Milestone: 10 LGs Periodic Plan

Progress: Not achieved due to complain registered by consultancy firms in CIAA.

8.6 Implementation support for RIAP

Milestone: 20 LGs RIAP

Progress: Accomplished

According to Chapter 3 Section 11 (d) of the Local Government Management Act 2074 and Section 4 of the Intergovernmental Finance Management Act 2074, the local government has the right to collect taxes and non-taxes in its area. However, due to lack of knowledge about the tax system and revenue sources, potential unpopularity when imposing taxes on small and medium businesses, and the inability to generate sufficient revenue to cover the grants provided to local governments, the situation does not favor the effective implementation of tax within their jurisdiction. Therefore, local governments need to collaborate and support the establishment of a scientific tax system within their jurisdiction, help in identifying and recognizing revenue and tax domains, applying scientific methods for tax determination, establish local understanding of taxes, and contribute to revenue improvement plans.



Participants disintegrated data

Cluster	District	LGs	Male	Female	Total
1	Chitwan and Dadhing	17	26	10	36
2	Ramechhap and Dolakha	15	12	14	26
3	Makawanpur and Sailung RM Dolakha	15	25	8	33
4	Kathmandu (Nagarjun and Chandagiri), Rasuwa and Kabhrepalnchowk	20	27	11	38
5	Bhaktapur, Sindhupalchowk and Lalitpur	16	23	13	36
6	Nuwakot and Kathmandu	20	21	21	42
	Total	103	134	77	211

RIAP implementation support to LGs over the course of two days was conducted in six clusters and the coordinator of the Revenue Consultation Committee and a representative from the revenue department participated in the event. The external and internal resource persons have facilitated this programme. The external resources from the MoF, tax experts and director of the revenue department of Kathmandu Metropolitan city facilitated the programme. The program aims to support on implementation of Revenue Improvement Action Plan (RIAP), as well as provide guidance to the Local Revenue consultation committee and the Secretary member according to section 65 of the LGOA, 2074. All about 211 of which 77 women and 134 were men. The content was focused on Constitutional and Legal provisions and practices related to revenue administration, Tax and Non-tax revenue system in local governments, functions and right of the local revenue consultation committee as per the LGOA, 2074 local revenue management and revenue improvement plan and Collective discussion on tax rates in local economic laws.

Key achievements of RIAP support:

- Build-up common understanding about role and responsibilities of the Revenue consultation committee between coordinator and staff of revenue section.
- Discussed on problems, challenges, experience and solutions related to revenue mobilization, rate determination, legal jurisdiction of LGs on revenue
- Shared good practices of the LGs on revenue and taxation system.

8.7 Conduct orientation on MTEF to newly elected representatives and officials

Milestone: 30 LGs mentored for MTEF

Progress: 1 event was conducted for three LGs

In the Inter-Governmental Fiscal Management Act, 2074, the federal, Province and Local levels have provided public income and expenditure, they must prepare a medium-term expenditure structure with a projection of the expenditure to be incurred in the next 3 years. Similarly, the Financial Procedures and Fiscal Accountability Regulations have stipulated that it should include financial blueprints, budget blueprints and result blueprints for financial discipline, implementation capacity, and allocation efficiency. Based on this legal provision all LGs should have developed MTEF. However, LGs has inadequate knowledge and skills to formulate MTEF. Hence, in the financial year 2079/80, PCGG has targeted 30 LGs for coaching, mentoring on MTEF and allocated Rs. 45 lakhs. However, PCGG has conducted only one event to in the last quarter of the fiscal year. Three days programme was conducted for the Mahakal Rural-Municipality, Konjongsong Rural-Municipality and Bagamati Rural Mun of Lalitpur district, all nine participants have participated in the programme. External Experts has facilitated the programme. Participants has got knowledge of periodic plans and annual development programs, budget size and resources, including a three-year projection and preparation methodology of Medium Term Expenditure Framework (MTEF)

8.8 Organize refresher/follow-up training for the implementation of LISA

Milestone: 119 LGs conducted LISA

Progress: 118 LGs conducted

PCGG, Bagamati has conducted follow-up orientation programme for the Mayor, Chairperson, CAO, ITO and LISA focal person at district level. This programme was held with the close coordination of DCC. During the LISA orientation programme LGs shared their experiences, learning and reviewed LISA indicators. Moreover, the LGs realized the importance of LISA. Besides, Madhyapur Thimi remaining 118 LGs have conducted LISA and published it on their website.



The overall status of Bagmati Province in LISA is 66.21%. Out of 118 local levels, there are 32 local levels that score the highest 61-70 points. 24 local levels scored 71 to 80, 12 local levels scored 81 to 90 points and the lowest was one was Ruby Valley, Dhading with 11 to 20 points.

8.11 Support LG for FRRAP

Milestone: 119 LGs

Progress: one province and 6 cluster level programmes completed.

8.11.1. District orientation programme in FRA

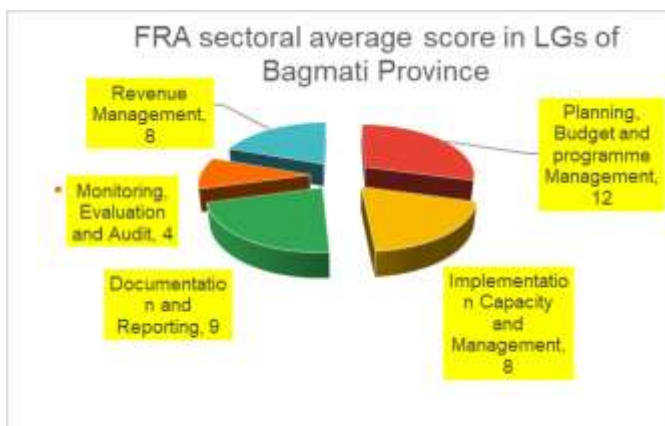
The Constitution of Nepal 2072, Local Government Management Act 2074, Inter-Governmental Finance Management Act 2074, Economic Procedures and Financial Responsibility Act 2076 and other laws set the work responsibilities of the local level by accounting for the issues, work processes and achievements to identify strengths and weaknesses. It seems necessary to get information about good governance, review of periodic plan and make the local level capable and effective by formulating comparable indicators between rural municipalities and municipalities and leading to competitive reforms. Therefore, in order to make the financial system of the local level legally, transparent, and effective, and to institutionalize the financial discipline of the local level through identify its potential risk, the PCGG, Jawalkhel has planned orientation programme in fiscal year 2079/80. The program was conducted for District Coordination Officers and Chief of Treasury Controllers in province level. Likewise, one-day orientation program was conducted for district coordination committee members, Mayor/ Chairperson of Rural Municipality and Municipality, Chief Administrative Officers, and two days' orientation program was conducted for ITOs and FRA focal persons. All about 501 (male 384 and female 117) participants from all 13 districts were participated in the programme. The program was carried out in coordination with the office of the District Coordination Committee (DCCO) of each district. Participants got knowledge on Theoretical and producer aspects of financial risk assessment in LGs, Role of Ministries, District Coordinating Committees, Local Levels and PCGG in Local Level Financial Risk Assessment, evaluation indicators, evaluation process and evaluation results into the online system and discussion on evaluation plan.

8.11.2. Progress: 117 LGS have published the FRA results on their website.

District level FRRAP orientation programme was conducted in three stages. The one-day interaction programme was conducted with the DCC Chief, Deputy-Chief and DCO, second

orientation programme was conducted with the Mayor, Chairperson and CAO and third programme was conducted for the ITOs and

FRA focal persons of LGs. As of today, 117 LGs have published FRRAP result on their website. The average score of the local levels of Bagmati Province is 62, among the 117 local levels, the highest score of 93 is Jawalamukhi Rural Municipality, Dhading, and the lowest score is Ruby Valley Rural Municipality, Dhading, which is 11. 50. Similarly the sector of Monitoring Evaluation is the weakest area among five sector.



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

9.1 Support LGs in implementing Social Accountability

Milestone: 50 LGs

Progress: Programme was conducted in 6 cluster, participated 72 LGs.

PCGG, Bagmati has organized a three days' social accountability promotion training programme to the LGs. The intended objectives of the programme were to make relevancy, efficiency, accountable, accurate and transparency on the service delivery by the LGs to the citizens. The programme conducted residential and practically demonstrated public audits in the community with the close coordination with Municipalities. All about, 177 elected member and staff were participated of which 163 Male and 14 Female were aware on the importance of social accountability.

Participants took knowledge on governance, social accountability, tools of social accountability and its methodology, public audit and public hearing.

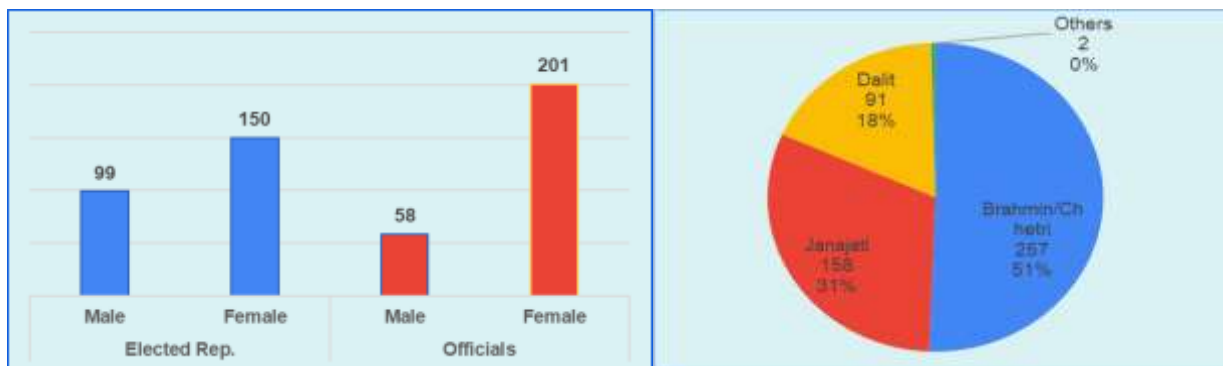
Outcome 2: Provincial and local governments have efficient, effective, inclusive and accountable institutions.

Output 10: LG systems mainstream GESI in their service delivery

Gender equality and social inclusion intended to be mainstreamed in the service delivery system of all provincial and local governments, according to the PLGSP programme document's output number 10. All local levels have created and have been steadily adopting GESI-friendly policies, programmes, and guidelines to achieve this goal. In the fiscal year, 2079/2080 PCGG

implemented a unique GESI program at the local level. According to the annual plan, about 50 percent of the programs were completed, especially policy development and capacity enhancement programs such as capacity building to elected representatives and staff, policy and strategy formulation and implementation on gender equality, gender responsive budget and developed and implemented code of conduct to reduce gender-based violence and GESI audit at local level.

Disaggregate data of participants of GESI Program



In the fiscal year 2079/2080, Provincial Center for Good Governance (PCGG) had completed various programs for capacity building of elected representatives and staff on Gender Equality and Social Inclusion theme. A total of 508 (female 69 percent and male 31 percent) elected representatives and employees benefited from the GESI program. Out of total participants, there were 249 elected representatives and 259 employees, whereas based on inclusion, the participation of Brahmin caste is the highest at 51 percent. The output wise programmatic detail is mentioned below.

10.2 Conduct GESI Audit

Milestone: 30 LGs conducted a GESI audit and endorsed the resources in the identified sector.

Progress: Physical progress accomplished

The objective of GESI audit of local level is to find out the gap and implement the action plan to improve the GESI status institutional and service delivery of local level. This activity did not progress financially, however there was fiscal progress. 30 LGs of Bagmati Province have conducted an annual GESI audit on their own budget. Sivapuri, Khairhani, Bharatpur, Jwalamukhi, Sailung, Banepa and Gosikunda, Nilakantha, Kalika, Tadi, Benighat, Tinpatan, Kalinchok, Sunapati, Ramechhap LGs had allocated the budget and conducted GESI Audit.

PCGG have organized various capacity building training, coaching and mentoring to staff and elected representatives to mainstreaming the GESI. And local level have updated LISA annually which is supporting to achieve the social development components/targets. Therefore, almost

all local levels have been practicing to endorse the GESI audit in LGs system. Local levels, except remote Rural Municipalities, are resourceful so there is no need for financial support. But they need technical support, back stopping, coaching and mentoring for the GESI audit.

10.3 Conduct Orientation on implementation of GESI Strategy to LGs

Milestone: Three orientation events

Progress: Completed

As PASIP activity of fiscal year 2078/2079, 85 local levels of Bagamati Province have formulated and have been implementing the GESI strategy. Similarly, in this fiscal year 2079/2080, PCGG organized capacity building training at the local level to implement GESI strategy effectively. The objective of this activity was to develop the capacity and knowledge of the local government to endorse the GESI in an effective service delivery system. The deputy Mayor/Chair of the local levels and the GESI focal person participated in this program. This activity was organized in two groups. Total 102 (63 percent female, 37 percent male) people participated in the program.



This orientation program was inaugurated by chief guest Honorable Chief Minister of Bagamati Province, Shalikram Jamktel. The chief provincial Secretary Mr. Mukund Prasad Neupane was presented as a guest in the program. Honorable Chief Minister Shalikram Jamkattel gave the speech at the opening session and directed all local levels to work toward gender inclusive, equitable and fair distribution in service delivery. He added that excluded or marginalized groups should be brought into the mainstream of development. The chief of provincial Secretary Mr. Mukund Prasad Niraula directed that policies, laws, and programs should be developed to bring the target groups into the mainstream of development and ensure the inclusive participation and economic empowerment of women and excluded communities. In this orientation program, there were discussions on the status of institutional development, GESI policies and strategy implementation status, challenges and solutions. All local levels shared GESI strategy action plan implementation progress status. During this program Chief of Provincial Secretary had presented the last five years GRB status of provincial government and plan of the coming year. In this program, GESI audit, GRB, GESI strategy and other law and provision were discussed.

In conclusion, all participants expressed that the local level should be responsible for formulating GESI policies, strategies, guidelines and overall implementation. In addition, regarding these activities supporting that to implement different types of policy documents properly and it minimized the issue of some of these types of formulated documents not being implemented.

10.4 Conduct GRB analysis/audit of LGs

Milestone: 25 LGs GRB analysis

Progress: Not Achieved

All relevant documents for consultancy service were prepared. Consultancy firm Kathmandu University was selected and discussed on GRB analysis process, ToR, agreement several times. In the last hour this activity could not progress. This activity did not progress due to a change in the management team and technical issues of audit error.

The objective of this event Gender Responsive Budget Analysis of local level is to Identify the budget and planning process, impact, challenges perspective of Gender Equality and Social Inclusion mainstream at local level.

10.4 Conduct orientation on GRB to elected representatives and staffs of LGs

Milestone: 20 LGs participated in the orientation program

Progress: Dropped

No progress was achieved. All the required proposals and estimates were drafted but unable to complete the task due the management team unable to make decisions on time.

10.7 Formulate model policy/orientation on senior citizen, child and disadvantaged citizens

Milestone: 20 LGs prepared model policy

Progress: Dropped

10.10 Conduct capacity development training on GESI Activities to GESI Focal Person

Milestone: Four CD training events

Progress: Completed

PCGG has organized three days of capacity building training to GESI focal persons of 119 LGs of Bagmati Province in three groups at PCGG training hall and Chitwan DCC. Out of 92 (85% female and 15% Male) GESI focal persons participated. After staff arrangement (Sayojan) of local Government miniature team of women and children section is working under the Social Development Section of local level about overall



target group's issues and challenges directly at local level. Majority of new staff are assigned as GESI focal persons with ToR that need to be capacitated on their ToR and other needs. PCGG had capacity needs assessment and finalized training content/curriculum. Based on training need assessment the training was designed as follows;

- . Proposal writing and Reporting
- GESI Audit process
- Concept of GRB and process
- GESI/GRB mainstreaming process
- Goal and target on GESI in 15th planning
- SDC goal and indicators on GESI
- ToR of Local level/GESI focal persons.

This event was very effective. All sessions were delivered by qualified, professional experts Kiran Rupakheti from National Planning, Roshani Karki from health ministry (CBR) program, Baburam Paudel former secretary of MoFAGA. This event was effective and capacitated to GESI focal persons as their role and responsibility. PCGG

This is skill based and efficient event, guided and motivated us for work perfectly and effectively.

*Prajola Rai,
Roshi Rural Municipality, Kavre*



supported to develop capacity as a GESI focal person/women and children section of local level.

10.11 Conduct MTOT on GESI/GRB/CFLG/inclusion to LGs

Milestone: One ToT training on cross-cutting

Progress: Dropped

10.13 Organize Workshop (learning & Sharing) on GESI Audit, GESI Strategy and GRB

Milestone: 10 Sharing learning events

Progress: Accomplished

PCGG has organized 2 days' workshops on GESI mainstreaming learning sharing programs (GESI audit, GESI strategy, GRB) for the local level of 11 districts with 5 clusters at Mulkot, Sukute, Hetauda, Chitwan and Dhading clusters. The participants of this event are GESI focal persons and inclusive executive members (Dalit and Minority group) of local level. Total 260 (28% Male and 72% Female) participants were oriented on GESI mainstreaming activities. Out of 260, Political representative 180, total staff 80. As disaggregated data, Janajati 31 %, Dalit 28 % and BCN 40% participants.

The objective of this activity was sharing the working experience and learning of GESI mainstream progress and issues at local level. Major content of workshops was discussion on LISA score. So, all local levels were sensitized on GESI planning, budgeting implementation status through LISA



results. Out of 119, only 3 local levels (Gokarneshwor Municipality, Nagarjun Municipality, Kathmandu and Sailung Rural Municipality, Dolakha) achieved the full marks (10 marks) in 2028 and 7 LGs achieved full marks in 2079 in the social development component target of LISA which has been increasing trend. However, the majority of Local level scored less than 5 marks that made participants take it seriously. Similarly, sharing the status of GESI strategy implementation

including etc. 80% LGs have uploaded the strategy on the website. Total 85 local levels developed GESI strategy and conducted GESI audits and organized different types of GESI related activities. After learning sharing program all local levels initiated and prepared an action plan to improve GESI status of local level institutionally.

10.14 Conduct Orientation on CFLG to LG representatives

Milestone: Three orientation events CFLG

Progress: Accomplished

As per ASIP activity of FY 2079/80, PCGG organized 2 days' capacity building training on Child Friendly Local Governance for 36 municipalities of Bagmati Province. The objective of this event was to build the capacity of elected representatives (Social Development Section Coordinator) and staff to initiate the implementation of the Child Friendly Local Governance process at the local level. Total participants of this event were 53 (54% female and 46% male).

As per ASIP activity of FY 2079/80, PCGG organized 2 days' capacity building training on Child Friendly Local Governance for 36 municipalities of Bagmati Province. The objective of this event was to build the capacity of elected representatives (Social Development Section Coordinator) and staff to initiate implementation of the Child Friendly Local Governance process. Total participants of this event were 53 (54% female and 46% male). During this reporting period, 8 municipalities have declared CFLG Local Government in Bagmati Province. And other local levels are initiating to localize the CFLG. During this orientation program, LGs were oriented on the concept of CFLG, indicator of CFLG declaration process, policies, laws as major topics. The Secretary of the Social Development Ministry shared the provincial CFLG program and reviewed

it. In conclusion, all participants expressed that they have learnt more and committed to implement action plan at respective local level.

10.15 Conduct training on LED to Local Level Women Representatives (Inclusive cluster)

Milestone: Five training events

Progress: Dropped

Output 11: LG systems enable citizen engagement and inclusive participation

11.3 Support LGs on Grievance handling mechanism

Milestone: One event

Progress: Dropped

11.6 Collect and publish Best Practices of LGs

Milestone: Best practices documents published

Progress:Dropped

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

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

12.1 Conduct orientation on IPF guideline to IPF board members, provincial and LG stakeholders

Milestone: Four Orientation events (119 Palika)

Progress: Achieved

The in-person orientation for all 119 LGs was conducted in 2 shifts dividing the LGs in 4 groups. In the first shift, 2 groups were oriented in 2 different events while for the next 2 groups, the program was organized later in 2 different events. The milestone of 4 events was achieved in the physical presence of all 119 LGs of Bagamati Province. 17 female and 151 male participants attended the orientation program.

12.3 Implement IPF schemes in LGs

S.No.	LG's Name	IPF Schemes	Total Budget	IPF Grant	LG's contributions	IPF Grant Expenditure
1	Neelkantha Municipality, Dhading	IT Friendly Local Governance Project	20420	14294	6126.03	9190.487
2	Marin Rural Municipality, Sindhuli	Hybrid Buffalo and Pig Farming project	20956	14669.2	6286.8	14563.999
3	Hariharpurgadhi Rural Municipality, Sindhuli	Hariharpurgadhi Modern Dairy Development and Vegetable Farming Project	21200	14840	6360	12070.233
4	Khaniyabas Rural Municipality, Dhading	Khaniyabas Entrepreneurs Development Project	20000	15000	5000	7724.782
5	Bhimeshwor Municipality, Dolakha	Establishment of Modern Waste Management Centre	20359	14251.3	6107.7	7437.327
6	Chautara Sangachowkgadhi Municipality, Sindhupalchowk	Integrated Information management System	20000	14000	6000	10523.364
7	Benighat Rorang Rural Municipality, Dhading	Modern Goat Farming project	20000	14000	6000.43	13326.012
8	Naukunda Rural Municipality, Rasuwa	Waste Management Project	20000	14000	6000	7063.317
9	Jwalamukhi Rural Municipality, Dhading	Jwalamukhi Agriculture Promotion Project	20000	14000	6000	10787.849
10	Khairahani	Integrated	22000	14999.82	7000.18	4001.156

S.No.	LG's Name	IPF Schemes	Total Budget	IPF Grant	LG's contributions	IPF Grant Expenditure
	Municipality, Chitwan	Information Friendly Governance Project				
11	Dhunibesi Municipality, Dhading	Waste Management Project	20000	14000	6000	5335.37134
Total			224935	158054.32	66881.14	102,023.898

Milestone: 11 LGs accomplished 11 IPF activities

Progress: Achieved

With the intention of promote innovation in the areas of governance, public service delivery and local economic development, Innovative partnership fund has been designed in PLGSP program. It helped to promote collaboration and partnership between local levels and between local levels and the private sector for innovation and support as a long-term goal of "Prosperous Nepal-Happy Nepali". Within the



period of two fiscal year. There are 11 innovative schemes selected, implemented and handover to respective local government. Program do not get full percent result on this but excellent result achieved. Eight schemes got excellent result whereas three projects partially accomplished the given innovative task. Provincial Coordination Committee played the vital role for IPF scheme invention, selection and implementation process. The total expenditure of output 12.3 for the FY 2079/80 is NPR 10,22,41,799.640. The expenditure details of the IPF schemes are illustrated in the table:(000)

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

To build up the outcome of capacitated Institutions, Elected representatives of the provincial and local governments, provincial assembly members, mayors, deputy mayors, of the municipalities, chairperson and deputy chairperson of the rural municipalities, ward committee chairperson and members of the executive committees and the councils have been empowered, oriented and trained in various thematic areas including GESI, e-governance, public finance/procurement, law making process, leadership & management, and their roles and responsibilities thereby enabled to deliver services and the local development results in an effective, efficient and inclusive way to the satisfaction of the citizens.

Provincial officer level 6th and assistant employees are in the process of participating in the promotion process due to in-service training conducted by the PCGG. On the other hand, positive impacts were marked on the officers' perceptions in the work environments and office management practices as they have changed their working culture, behavior and helped to effectively operate and manage provincial-level services. "Public Asset Management" training made the participants more motivated and responsible to work at the provincial and local levels and effectively using software.

PCGG Bagamati organized one event training on Procurement for provincial staff. The event was participated by 70 different level staff, Female 13 Male 57) of the Provincial Government. The training was facilitated by Public Procurement Monitoring Office(PPMO) experts. The main objective of the training was to improve the public procurement system so that the government provides efficient and transparent services to the communities then citizens trust the government.

Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high-quality services(five events/activities completed)

13.1 Conduct motivational, behavioral and stress management training for PG entities

Milestone: Two training events

Progress: One Event accomplished

PCGG Bagamati has conducted one event training on motivational, behavioral and stress management training for provincial officials of province ministries. These events were participated by 17 staff. The training sessions were facilitated by Internal and external experts.

13.1 Conduct capacity building training for PG staffs (on demand base)

Milestone: Training event

Progress: Dropped

13.1 Conduct capacity development training on PAMS for PG entities

Milestone: Five Training event

Progress: Accomplished

PCGG Bagamati organized five Training events on PAMS for provincial staff. The event was participated by 221 different level staff, (Female 27 Male 194) of the Provincial Government. The training was facilitated by experts. Main objective of the Training was to improve the public Asset management system at the province level by developing the capacity.

13.1 Conduct capacity development training on Courtesy and corporate behavior to support staff of PGs

Milestone: Two Training event

Progress: Achieved

PCGG Bagamati has conducted one event training on courtesy and corporate behavior for support staff of the province. The event was participated by 64 staff (31 Female 33 Male) of different PG's offices. The training sessions were facilitated by Internal and external experts. The main objective of the training was to support the capacity development of support staff under the province regarding workplace behavior change. It also helped to make the reception of customers and other guests in the office systematic and effective and enhanced the skills of organizing internal and external cleaning, maintenance and care of the office.

13.1 Conduct capacity building training (ToT) on Public Service Delivery and good governance

Milestone: Two ToT training

Progress: Dropped

13.2 Conduct orientation on GESI to members of Provincial Assembly

Milestone: One Orientation event

Progress: Dropped

13.5 Conduct in-service training for PG staff

Milestone: Two training events

Progress: Achieved

PCGG Bagamati organized three event in-service training for provincial civil servants(Two events for officer level and One for Assistant level) . These events were participated by 74 staff (Female 21 Male 53) of the Provincial Government. The training curriculum was developed by the PCGG and endorsed by the MoFAGA. These in-service training were facilitated by senior government officials and external experts. The main objective of the training was to support the moral development of civil servants and furnish their professional career and deliver better services to citizens.

13.8 Conduct Learning /Exposure Visit for PG

Milestone: One Exposure visit event/report/learning

Progress: Dropped

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

Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high-quality services (7 event or activitied completed)

14.1 Conduct capacity building training on Risk Sensitive Land Use Plan, MTMP and Building bylaws

Milestone: Three training events

Progress: Dropped

14.1 Conduct training on SWM, Heritage Management & Environmental Studies

Milestone: Two training events

Progress: All completed

A. Training on Solid Waste Management to elected representative and staff from Local Government

Among the identified areas requiring capacity development in local units, solid waste management and environmental management are significant indicators of a beautiful city. Even in urban development, solid waste and environmental management pose a major challenge. In this context, a training was conducted on Magh 26-27, 2079, at the PCGG, Bagamati Province,

with a special focus on solid waste management and environmental policies, including classification, reuse, recycling, disposal, and necessary regulations for management. Out of 119, 22 LGs were invited which are in progressive toward urbanization. Two participants from each LGs were invited in which one is staff solid waste management section and another is an elected member who is also a member of Forest, Environment and Disaster management committee. In this training there were 30 participants in which three were female participants and 27 were male participants. The event was conducted in both theoretical as well as field visit modality. The field visit was carried out in Kirtipur Municipality. The purpose of the field visit was to learn from the best practices of waste management of Kirtipur Municipality and applied to their respective Municipal. As per the objectives of the program, the participants actively learned and devised action plans for implementation in their respective municipalities. The responsibility was also taken to inform the chief, deputy chief, other members, and employees of their municipalities about the knowledge and progress made in solid waste and environmental management. This initiative has enhanced knowledge and competency in various aspects of solid waste and environmental management at the local level and is expected to bring positive results in solid waste management in the future.

B. Training on Heritage Management to elected representative and staff from Local Government

In the context of Nepal, if we look at the study of heritage conservation, it is evident that the focus has been on centrally located heritage sites. Even though some historical cities have valuable heritage, the centralized heritage remains the top priority. This has resulted in a weaker impact of the current cultural heritage management in Nepal. In response to this situation, the Local Governance Act of 2074, in Section 97, emphasized the conservation of heritage properties within the territories of rural municipalities and municipalities. The establishment of a center aimed to conduct programs and budget management targeted towards employees or coordinators of the culture and tourism departments or branches, with a focus on conservation-oriented development and urban development policies. On December 19 and 20, 2079 B.S., a residential program was conducted in Bagmati Province, involving 40 participants from 20 different local units. Among the 27 participants, 21 were males and 6 were females. Program was conducted both in theoretical and field visit modalities. Field visit was performed in Heritage sites of Bhaktapur area. This program aimed to sensitize employees and coordinators from the culture and tourism departments or branches in local units to the conservation-oriented development and urban development policies related to heritage preservation.

The program's success was evident as it facilitated collaboration in the formulation of laws, policies, regulations, strategies, and plans related to cultural and heritage conservation and supported capacity building in local units for effective heritage management. This further emphasized the potential effectiveness of heritage conservation in Nepal.

14.1 Conduct training to LG Elected Representatives on IEE

Milestone: Two training events for LGs

Progress: All completed

In Nepal, to ensure compliance with the current constitution and laws while carrying out any development work, it is necessary to establish a system where an environmental impact assessment, initial environmental evaluation, and Baseline environmental study are conducted and approved before implementing any project or program. The federal, provincial, and local levels are required to obtain an approved environmental study report from the relevant authority prior to commencing development activities. For instance, in Bagamati Province, the Environmental Conservation Act of 2077, Sub-section (1) of Section 4, mandates that any project, program, or activity carried out by the provincial and local governments related to excavation or collection of riverine and mineral substances should be undertaken in the presence of local representatives, including those from the local bodies that are involved in various works related to riverine and mineral substances.

Accordingly, in the first phase, on Chaitra 26-27, 2079, a two-day orientation program was conducted in Hetauda, and in the second phase, on Baisakh 17-18, 2080, a two-day orientation program was conducted in Nagarkot. There were a total 54 participants in which 48 were Male and 8 were Female. In these programs, the main objective was to develop a system that empowers local development programs to incorporate the significance of environmental impact evaluation, thus raising awareness about its importance among local bodies. It was aimed to sensitize the district coordination committee's chiefs and officers and also the local bodies about the significance of environmental impact evaluation in the development programs implemented by the local levels. The orientation program aimed to obtain approval for the environmental study reports of local development programs, thereby raising awareness among the district coordination committee chiefs and officers and local bodies regarding the importance of exercising caution in this matter. The program facilitated the development of a system in which local development plans integrate brief environmental impact evaluation, preliminary environmental testing, and environmental impact assessment. It also ensured that the existing provisions in the laws, regulations, and rules, and the local governments jurisdiction are understood consistently.

14.1 Conduct Capacity Building Training on IEE,EIA to technical staffs of local government

Milestone: Three training event

Progress: All completed.

Over the past few decades, human activities and subsequent environmental degradation have seen a continuous rise in Nepal. Various development activities in the country have led to deforestation, depletion of natural resources, loss of water sources, land degradation, floods,

landslides, air pollution, water pollution, and the creation of unmanaged solid waste, among other environmental issues. To address the recognized environmental problems, the Nepalese government has initiated various measures for environmental management. The Environmental Protection Act of 1996 and its corresponding regulations of 1997 were promulgated, and most development projects were made mandatory to conduct Initial Environmental Examinations (IEE) or Environmental Impact Assessments (EIA) studies. These assessments help identify and evaluate potential environmental impacts.

The main objective of the training is to provide training of trainers representing Municipal Engineers and Professionals about the need of IEE and EIA, process, and effective implementation strategy. The course covers most of the chronology of environmental concerns, needs of IEE and EIA, policies and rules related to environmental concerns, IEE and EIA content, process of IEE and EIA approval and implementation strategy. This training aims at giving exposure, methodology, approach & reporting aspect to all participants on EIA and IEE with specific reference to Infrastructures, hydropower, mining, industry, urbanization, watershed and DRR in the context of Nepal. The training, conducted from Bhadra 26 to 31, 2079 (September 11-16, 2022), comprised three programs at the PCGG. There were 83 participants in total in which 81 were Male and 2 were Female. The program was successful in terms it equipped the participants with technical knowledge and awareness of local issues, which would facilitate their work in the field. The active participation of the attendees helped in thoroughly evaluating the training and provided suggestions for further improvement in the future.

14.1 Conduct Capacity Building Training on VERSP to Officials of Local Government

Milestone: Three training event

Progress: 6 events of VERSP conducted

Vital events and distribution of social security allowances are important service delivery areas that are handled at the local level specially of ward office. It is the duty of the local levels to bring efficiency in these types of activities and arrange for quick and efficient service delivery to the citizens. Training demands regarding VERS-MIS from representatives and employees and the suggestions received during the implementation of the capacity development program for the ward Chairperson, the programme was planned in fiscal year 2079-80. Based on this plan two days training was conducted for the newly appointed ward secretaries of various local levels under Bagamati Province, the ward secretaries of the municipalities who have been requested for training and the ward secretaries of the local levels of the remote districts were targeted for the training. The training was technically quite difficult and legal based hence, PCGG has coordinated with the Department of National ID and Vital registration for facilitation on the training. The total participants of the programme was 167 of which 126 men and 41 women Secretaries from 30 LGs of Chitwan, Makwanpur, Sindhuli, Kavrepalanchok and Dolakha. Major

output of the event was got knowledge on vital Registration Act, provisions related to birth registration under the Children Act 2075, VERSP-MIS System setting and VERSP-MIS event registration, social security allowance. It would help staff to work in the sector of VERSP-MIS.

14.1 Conduct capacity development training on judicial committee of LGs

Milestone: Eight training event

Progress: Seven event completed (All LGs were covered)

After the second local level election the judicial committee member was replaced as per the constitution of Nepal and LGOA, 2074. Judicial committee has the right to dispute settlement within their jurisdictions. The member has to know about their role and responsibilities, process of dispute settlement, related law and documentation process. Therefore, PCGG Bagmati has organized a two days' orientation programme to the members of Judicial committee members. The objective of the programme was to build a common understanding about Jurisdictions of Judicial committee, process of Judicial accomplishment, mediation and facilitation. These two days training became very fruitful to the Judicial member's. It helps to carry out the judicial activities of the LGs. The training was fully facilitated and led by the Secretary (Legal) of OCMCM. Total 293 Judicial members benefited from this training of which 162 Male and 131 Female.

14.1 Conduct Capacity Building Training on training on Effective Service Delivery at Ward level to officials and elected representatives

Milestone: six training events

Progress: One events conducted

Since the Tole development organization plays an important role in making the services provided from the ward level agile, accurate, timely and participatory, it is expected that the Tole development organization will fully support every program conducted by the ward after this program. LGOA, 2074 provisioning the vital role of the Tole Development Committee in Socio-Economic and infrastructure-related development activities at the ward level. Likewise, the Tole committee contributed during the local level planning process, ward level programme implementation and civic oversight. Hence, PCGG planned six training events on effective service delivery of ward level. However, one event has completed so far in the Sindhuli district, 25 participants were participated of which 20 Male and 5 Female. The participants were targeted by Tole Dev. Committee Chairperson and one Executive member of LGs.

14.1 Conduct Capacity Building Training on training on Public Procurement Management for elected rep and staff of LGs

Milestone: four event training

Progress: Achieved

To make the public procurement process effective, transparent and quality at the local level, a common understanding is to be maintained between the LGs Mayor/Chairperson and the chief administrative officer the PCGG, Bagamati has organized two days' residential orientation programme. The programme was designed for all the 119 LGs in three clusters (each cluster has two groups). However, the programme has been accomplished in two clusters, the planning for remaining one cluster will be conducted by March, 2023. Total 122 participants participated, of which 111 males and 11 females. The training was facilitated from PPMO, Provincial Ministries and External Experts (ADB consultant). As per the participants, programme became very fruitful, it helps to reduce misunderstanding during the public procurement process among elected representatives and officials.

14.1 Conduct capacity development training on basic service delivery to ward committee members

Milestone: 30 selected ward committee

Progress: Achieved

PCGG, Bagamati has organized a two days' orientation programme to the ward Chairperson of LGs on Local Governance operation. The PCGG has planned for this programme initially in 10 districts of Bagamati Province (Except Kathmandu, Lalitpur, Bhaktapur). Two types of the implementation modality were applied for the programme. One modality was signed MoU with DCC and another one direct through PCGG. The programme was conducted with close coordination of DCC. DCC has coordinated and communicated with the LGs regarding participation of Ward-Chairperson. Likewise, programme venue and resource person for the programme also arranged by the DCC.

Main objective of the programme was, orient on Local Governance Operation act and provision of constitutional and make common understanding. Built common understanding on the role and responsibilities of ward-chair and sharing good practice, learning, challenges and opportunities in Local government. Total 824 participants participated of which 13 Female and 811 Male. Participants got knowledge and refreshed on the sector of:

- Functions, duties and powers of the local level
- Rights and Responsibilities of Ward Committee and Ward President
- Information and sample practice regarding recommendations to be made by the ward (35 types)
- Concept of *Surgmin Muchulka* and points to be considered while preparing *Surgmin Muchulka*
- Role of Ward Committees in formulation and implementation of local level planning and budgeting.

- Formation and operation of Users Committee
- The role of Ward Committees in the implementation of cross-cutting issues of development i.e. sustainable development, GESI mainstreaming, Sendai Framework,
- Social security allowance and Vital registration management
- Revenue collection from ward office
- Procedure of managing meetings and drafting decisions
- Report writing to be submitted by Wards

That two days programme was facilitated by Chief District Officer (CDO), District Coordination Officer, Chief Treasury Officer, Municipality Chief Administrative Officer and other Experts. The programme was conducted with the close coordination of DCC.

Participants have suggested to conduct separate class on vital registration and social security. Such Programme provide better result if the Ward Chairperson and Ward Secretary both along with participate. Participants also suggested to organize CD activity for members of ward committee on the topic of planning and monitoring.

14.1 Conduct capacity development training on Public Administration and Fiscal Accountability Training to Local Representatives

Milestone: Selected 40 LGs' elected representatives

Progress: Dropped

14.2 Conduct orientation for local-level public representatives and staff related to building construction code of conduct, building permit (electronic permit system) and building construction law.

Milestone: Three level training event

Progress: Two events were completed

Nepal is a country that has been hit hard by various disasters since ancient times. Currently, urbanization has led to rapid development and growth of buildings and infrastructure. Despite the high seismic and other climatic risks, most buildings and infrastructure in the current urbanization trend are constructed by non-engineers, lacking proper codes for earthquake-resistant designs. The National Building Code (NBC) of Nepal was implemented in 1994. Even after nearly 20 years of its existence, its effective implementation remains a crucial issue. After the earthquake in Gorkha, the Nepal government made it mandatory to implement the Building Code and Regulations in all municipalities. In the recent LISA evaluation of last year, among 119 local governments of Bagmati Province, 106 local governments completed the evaluation, out of which 44 local governments (approximately 50%) scored fewer points than the required pass marks in the physical planning sector, including the implementation of the National Building

Code/Building Regulations and the building permit system. This reflects the need for further improvement in the implementation. In the current irregular TNA (Training Needs Assessment) carried out last year, 64 out of 75 municipalities demanded training on building permits and the importance of the Building Code and Regulations, building standards, and e-building permission system. The main objective of this training was to provide knowledge about the Building Code and Regulations and to train local government employees and representatives on building permit systems, building regulations, and e-building permission systems.



The training was conducted physically in clusters, where the first event for Cluster 1 was organized on Chaitra 21-22, 2079, at Hetauda, Rigel Resort, and the second event for Cluster 2 was held at Palace Resort, Bhaktapur from Jeth 5-7, 2075. Each event included four sessions spread over two days, and a total of 81 participants attended the program, including 12 women. The training program proved to be highly necessary and beneficial, and the participants suggested extending the duration of such programs in the future. Overall, the information provided during the training sessions was highly relevant and greatly valuable. The participants recommended conducting such programs for a longer duration in the future to make it more fruitful and beneficial.

14.2 Conduct orientation on EFLG, Climate Change and DRRM to LGs

Milestone: Four training event

Progress: Dropped

14.4 Conduct pre-service training to (induction training) to newly recruited LGs staffs.

Milestone: 13 training event

Progress: 10 training events are completed (4 non-technical and 6 technical)

The scope of work at the local level is intensive and extensive because it is the closest government to the people, the employees have more responsibility to provide all services related to administration and development to the people. Effective service cannot be provided without the knowledge of any kind of services of LGs. Therefore, it is necessary for the employees to have the necessary knowledge, skills and abilities in the work that they have to do on a daily basis. PCGG, Bagmati seems that it is necessary to conduct service entry training for the newly appointed assistant level (4th and 5th Level) employees of the provincial and local levels. So, based on PCGG

annual plan, 10 events of induction training to the Technical and non-technical staff (2 health, 1 agriculture/livestock, 1 Account, 3 sub-engineers/Assist.sub Engineers and 3 Administrative) have been conducted. From these 10 events, 287 newly recruited staff of which, 197 Male and 90 Female have enhanced their capacity from this training. The training was conducted for 5 days for non-technical staff (Admin) and 6 days for Technical staff (Health, Engineers, Account and Agriculture/livestock).

14.5 Conduct in-service training to LGs staff

Milestone: Three training event

Progress: One event conducted

In order to effectively deliver services at the provincial and local levels, it is crucial to develop the efficiency of public service delivery and need to strengthen the capacity of employees. So, the PCGG has conducted in-service training to the officer level 7th and 8th. This training aims to support Provincial and local officials to enhance their performance, working capacity and career development, as well as providing services in accordance with the new standards of public administration. Therefore, 35 days in-service training was conducted. This training helps in promotion of the entire staff as well. Total participants in the training were 20 of which, 17 were men and 3 women.

14.11 Conduct orientation on (EFLG) to LGs officials and elected representatives

Milestone: Two training events

Progress: Dropped

14.12 Conduct Capacity development training for ITOs for collecting and analyzing socio-economic data

Milestone: Two training event

Progress: Dropped

3. Issue and Challenges

- Tough to find resource person in technical sector.
- Technical subject (engineering) demands long duration course but it's tough to get the participants from LGs, as they have limited numbers of technical staff and can't stay out of office for long duration.
- Curriculum design is also hard part as technical trainings are more specific
- Implementation modalities did not make clear on time,

- PCGG Management team changed.
- Challenging the long-term sustainability of schemes under the Innovative Partnership Fund.
- Challenges to implement the prepared internal control system guidelines.
- It is difficult to measure the legitimacy and concurrent of laws made by local authorities.
- Implementation and Sustainability of established IT system.

4. Good Initiative to mitigate Challenges

- Field based study carried out to observe the quality of PLGSP product.
- Take out roaster management for technical subjects.
- Planned the trainings on lower workload in LGs and PGs of engineers.
- Made curriculum development plan which will formulate a subcommittee for technical subjects.
- Prepared GESI ToT trainer in provincial level to mainstream the GESI.
- Institutional and functional coordination relation establish between three tyres of the government through various event.

5. Case Study/Success Cases

A story of Hariharpur - Drastic change in livelihood

Background

Hariharpur Rural Municipality is located in Sindhuli district. The border area in the east is of Marin Rural Municipality, Makwanpur and Rautahat district in the west, Kavre district in the north and Sarlahi district in the south. The total geographical area of this rural municipality is 343.9 square km. Geographically, the terrain is smooth and flat, with rivers, high hills, high hills and mountains, from Chure to Mahabharat range.

Past Situation

The main occupation of this community, which is inhabited by Dalit, Tamang, Majhi, Chhetri and Bahun castes, is agriculture, while about 9 percent of them are engaged in foreign employment, wage labor and other employment. The main crops grown in this region are rice, corn, millet, wheat. As cash crops are less produced and consumed by families, the production is less commercially. Most of the households grow food in their own fields. Animal husbandry was

mainly related to agriculture, but it was not produced commercially. The traditional way was to rear Buffalo and goat for meat. Vegetable cultivation was almost nil. Some people used to take green vegetables from Hetauda.

Intervention to change the past

Hariharpurgarhi Rural Municipality was planning to support the local economic development of the citizens. The rural municipality believed that local residents can be made self-sufficient through domestic enterprises, agriculture and animal husbandry. After receiving the information that the innovation partnership fund under the provincial and local government program would cooperate, the municipality succeeded in making the program by submitting a proposal. The program was prepared with the goal of directly benefiting 200 households with the "Hariharpurgarhi Dairy and Modern Vegetable Farming Project", which was run by Innovative Partnership Fund. The municipality held a discussion program with prominent members of the community and analyzed the situation in detail. The village municipality discussed with the community about the benefits of buffalo rearing for milk by showing the cost-benefit ratio. The community agreed on the concept of the municipality to double the income within a year by combining it with milk and vegetable production.

Program take-off

Instantly, two cooperatives have been formed and 10 vegetable and milk production farmer groups have been formed. 15 business farms have been registered. Similarly, 2 programs related to grass planting and seed distribution have also been completed.



Two safe nursery houses have been constructed in Hariharpurgarhi and the production and distribution of advanced vegetable seedlings is going on. Also, 80 traditional cow sheds have been improved and preparations for operating 2 milk collection centers have been completed. Farmers organized to produce vegetables and milk by forming cooperatives in the wards of the center of the municipality and in the border area of Sarlahi. Two vehicles for transporting the products have been handed over to the same cooperatives.

Current status

According to Deepak Karki, the head of the economic development section of the rural municipality, "Although there was a lot of unused land here, vegetable and dairy production was limited," Karki said, "Now, after the program has been implemented, all the farming families have started to connect with milk and vegetable production." In 8 blocks, advanced varieties of melons have been produced and sent to the market. "Before selling vegetables and milk here, he didn't even grow the vegetables to eat himself. He didn't even get milk. Now we are not only eating,

we are selling in the market," Karki said, "The program has brought double benefit, since this year vegetables and milk have started to be delivered to the market. There are two community residential schools in Hariharpurgarhi. Students are made to cultivate vegetables by renting land in the name of the school. Students are trying to inculcate the tradition of producing the vegetables they eat themselves. Also, they will teach their parents about vegetable farming and its importance. At present, after training the farmers, seasonal vegetables are being produced.



Hariharpurgarhi rural municipality ward no.2, Mamatamaya Singtan is also a female farmer who benefited from this program. She is a farmer of normal economic status. Singtan and his family involved in traditional agricultural occupations also had to work hard to meet household expenses. "I did not know that you can earn money by growing vegetables" She said. Singtan has established its own agricultural and vegetable farm in cost cooperation with the municipality. So far, she has earned 2 lakh rupees from her own farm from seeds, harvesting and technical consultancy provided by the project. In addition, Singtan said that she saved some money by employing 2 people on her farm. Now varieties of vegetables are growing in his farm.

Conclusion

Hariharpurgarhi Rural Municipality of Sindhuli is doing exemplary work in reducing poverty by conducting agriculture and animal husbandry programs within local economic development. It helped to reduce the poverty of poor families. Secondly, their nutrition is improving significantly. "Since this year, the products have started to be exported, even though it is little. This program is an example of the development of entrepreneurship due to the needs of the citizens and the trust of the local government. Vegetable cultivation has become green from almost zero. Now almost every household has started cultivating green vegetables. There was only one practice of cultivation. Now numerous vegetables have been cultivated. People have started taking loans from cooperatives. It also reduced the labor flow rate in other municipality and abroad.

Revolutionary change in IT - Ghyanglekh Rural Municipality

Past Situation

In terms of information technology there was no mobile network service, internet service and computer and technology related services were only a matter of imagination in this remote place surrounded by hills. Office run on the basis of handwritten documents. Palika staffs had neither

knowledge nor interest in technology. Information technology is the name of which bird. Will the internet come to this place as well?, was the question of people. That was a challenging situation. According to the Constitution of Nepal (2072), the high level commission formed for the restructuring of the local levels of the government of Nepal submitted the report to the government of Nepal and the government of Nepal decided to implement the local level among the nine local levels of Sindhuli district. An information technology officer was appointed on Falgun 10, 2074 with the financial support of LGCDP in this Ghyanglekh Rural Municipality. After that, there were attempts to make the office work that was going on in the traditional style, going through various ups and downs, technology-friendly.

Presentation situation

Currently, every service delivery is computerized in this municipality. Email, Internet and computers have become the backbone of office operations. When there is no internet, the service is interrupted. Computers, printers, laptops and internet have been arranged in every branch and ward office. Recently, with the financial support of Nepal Telecom, optical fiber internet service has been extended to all public schools and health posts of this municipality affected by the earthquake. As soon as the internet service reached the reach of the common people of this municipality, the number of social media users increased. There has also been an increase in the number of people doing business using technology. All the people regularly check the municipality's website and social networks and give feedback directly. There has been an increase in awareness among all regarding the right to information.

The employees of this rural municipality have also become accustomed to technology. With the use of technology, it has become easier to maintain transparency and good governance in service delivery. The municipality has its own YouTube channel, Facebook page, tutor, website, Wavemail and other software in operation. This municipality is also the first municipality in Sindhuli district to put drone cameras into operation. The Information Technology Officer of this municipality is the focal person of the Information Officer, The Information Technology Officer himself has designed the book, diary, operational calendar and local courses of this municipality.

Achievement Synopsys:

- Digital based service delivery system established.
- financial governance is becoming more effective
- LISA and FRA indicators results, there has been a positive change in service delivery.
- Made employees more responsible and accountable.
- Increase public awareness that people should work in such a way that there is no fiduciary risk.

- Evidence based documentation.

Important sites of Ghyanglekh Rural Municipality

- Website : <https://www.ghyanglekhmun.gov.np>
- Facebook : <https://www.facebook.com/ghyanglekhrm>
- Twitter : <https://twitter.com/gaunpalika>
- YouTube : <https://bit.ly/3quG6my>
- Other informative sites
- <https://shorturl.at/mxDMP>
- <https://shorturl.at/fDES4>
- <https://bit.ly/3qv3oZS>
- <https://shorturl.at/qxEIM>

5. Monitoring Learning visit/recommendation

Bagamati Province is in shadow area for monitoring visit from either PCU/MOFAGA or Development partners. Rarely visited this province in comparison with other provinces however, the following are key visit for the good of PLGSP.

PCU team visit Marin Municipality

A team from PCU in the leadership of NPD including NPM and experts visited the Marin municipality IPF activities on November 11, 2022. PPD, Shiva Ram Gelal also have joined the team from OCMCM. Team discussed with executive board committee members and visited site. The visiting team suggested both the executives and deputy chair of the Marin RM to ensure the engagement of expertise services for preparing specifications, quality/health, breed types, and certified sources of breeds etc. while purchasing the improved breeds from the beginning of procurement process. Team also suggested to prepare details project report including the expected time and production size of milk and meat, possible market demands (primary / secondary), the existence of the value chain actors and their requirements.

Team suggested by writing mail to Increase mentoring visit to the IPF-implementing Palikas and provide necessary mentoring, coaching and technical services for effective implementation of IPF. They also suggested to check DPR for each IPF schemes including the details as described

above at the minimum and ensuring the engagement of expert services in the breed selection, veterinary's services and others

Third-party monitoring visit

Team leader of third party monitoring team, Dr Hari Dhungana visited the PPIU Bagmati on date 16 January 2023. The main objective of the visit was to consult with provincial teams (PPIU and PCGGs) on ASIP/PASIP implementation and results, consult with provincial/LG personnel on the effectiveness of CD activities and Spot-check IPF activities and consultation with IPF stakeholders. Initially, he talked over with the expert team members about the achievement of PLGSP and further plan. He proceeded to Harihar rural municipality to observe IPF activities and discussed Palika authorities.

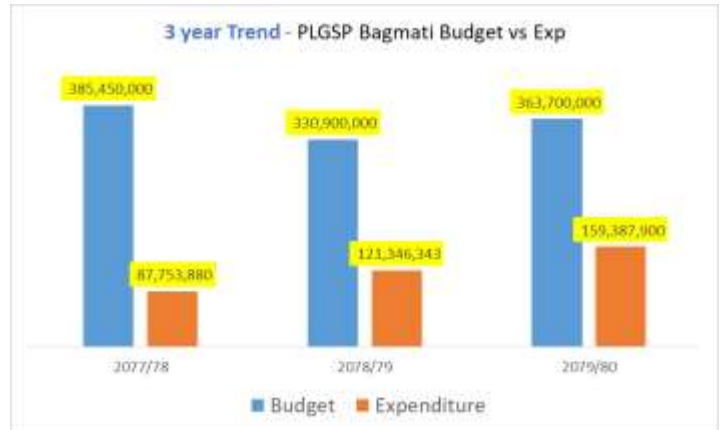
PLGSP - Technical Assistance final assessment

Similarly, for the final evaluation of Technical Team as a major component of PLGSP, Mrs Sharmila Shrestha as a consultant has been assigned in Bagmati Province. She to evaluate the relevance and suitability of the TA team result and interventions. Next objective was to to assess the cohesiveness and sustainability and efficiency of the TA intervention, taking into account synergies with other UNDP-supported programmes. She visited PPIU and argued with all TA staffs individually on the ToR, achievement, best role model, Challenges. She also seated chair with the principal secretary of Bagmati Province. PPD and PPM of OCMCM also attended the TA review meeting with consultant on prior listed agenda. The consultant member also visited Hariharpur Rural Municipality and Hetauda Submetropolitan City and argued with division/section chief authorities.

7. Financial Delivery

The total budget of PCGG for this fiscal year 2022/23 is Rs 363.70 million including JFA and GoN. Till the end of the fiscal year PCGG Rs 48.49 million (24.3 %) have been delivered. Out of which, only recurrent budget expenditure whether capital budget could not spent.

Similarly, Total budget of PPIU is Rs 162.10 million. Bulk amount budget is for IPF project. 151 million Budget released from the OCMCM to 11 local governments to implement the IPF project. During the fiscal year 2022/23, PPIU expenditure 105.62 million rupees which is 67.17 % financial progress. Overall financial progress of Bagmati is 32.82%. If we compare the trend of PLGSP, it is being increased. Expenditure reached from 25 percent to 68% within the three-year period.



Annex 1

Training Beneficiaries Disaggregate data

Training/Orientation disintegrated data (Training Completed During July2022 to July 2023)

S.N	Total Trainings conducted of each output	Type	Total						Grand Total (PG+LG)	GESI Status					
			Elected Representatives		Officials		Others			Ethnicity					
			Male	Female	Male	Female	Male	Female		Dalit	Janajati	Madhesi	Muslim	B/c	Others
	Output-7														
	"Training of Trainers (ToT) on Curriculum Development and Facilitation"	PG officials	0	0	7	11	0	0	18		2				16
	Output-8														
	FRRAP Orientation	LG official and ER	56	25	184	16	0	0	281	14	69	0	0	198	0
	MTEF MToT	LG official and ER	3	0	6	0	0	0	9		3				6
	RIAP Orientation	LG official and ER	40	59	94	18	0	0	211	3	79	1		124	4
	Output-9														
9.1	Social Accountability to Local Levels	LG official and ER	28	1	135	13	0	0	177	7	52	0	0	118	0
	Output-10								0						

S.N	Total Trainings conducted of each output	Type	Total						Grand Total (PG+LG)	GESI Status					
			Elected Representatives		Officials		Others			Ethnicity					
			Male	Female	Male	Female	Male	Female		Dalit	Janajati	Madhesi	Muslim	B/c	Others
10.3	GESI Strategy Implementation workshop	LG official and ER	23	21	23	35	0	0	102	8	43				51
10.10	GESI focal persons Capacity Building Training	LG official			15	77			92	3	19				70
10.13	GESI Mainstreaming learning sharing w/s	LG official and ER	56	124	16	64			260	74	81				105
10.14	CFLG Orientation	LG official and ER	20	5	4	24			53	5	17				30 1
	Output-11								0						
	Output-13								0						
13.1	Conduct training on Procurement for PG staff	PG official							70	4	16				50
13.1	Conduct motivational, behavioral and stress management training for PG entities	PG official							17		5				12

S.N	Total Trainings conducted of each output	Type	Total						Grand Total (PG+LG)	GESI Status					
			Elected Representatives		Officials		Others			Ethnicity					
			Male	Female	Male	Female	Male	Female		Dalit	Janajati	Madhesi	Muslim	B/c	Others
13.1	Conduct capacity development training on PAMS for PG entities	PG officials							221	2	23			189	7
13.1	Conduct capacity development training on Courtesy and corporate behavior to support staff of PGs	PG officials							64	3	19			42	
13.5	Conduct in-service training for PG staff	PG officials							74		18	4		52	
	Output-14														
14.1	Orientation to Judicial Committee Members of LGs	LG ER	162	131	0	0	0	0	293	16	148	0	0	129	0
14.1	IEE/EIA	LG ER and Officials	19	1	86	3	0	0	109	4	30	0	0	75	0
14.1	Orientation on Public Procurement Management to head and CAO of Local level	LG ER and Officials	51	8	66	3	0	0	128	12	37	0	0	78	1
14.1	Orientation on Local Level operation to ward chairperson	LG ER and Officials	788	11	23	2	0	0	824	24	418	3	0	366	13

S.N	Total Trainings conducted of each output	Type	Total						Grand Total (PG+LG)	GESI Status					
			Elected Representatives		Officials		Others			Ethnicity					
			Male	Female	Male	Female	Male	Female		Dalit	Janajati	Madhesi	Muslim	B/c	Others
14.2	Building Code Workshop	LG ER and Officials	26	2	42	11	0	0	81	4	32	1	0	43	1
14.1	Heritage management	LG ER and Officials	14	0	7	6	0	0	27	1	8			18	
14.1	Solid waste management	LG ER and Officials	15	0	13	3	0	0	31	1	9			21	
14.1	Induction training to the Provincial and Local level staff	LG ER	0	0	303	172	0	0	475	31	75	114	0	248	7
	TLO Training	LG ER	20	5	0	0	0	0	25	4	8			13	
14.1	Vital Registration	LG Officials	0	0	126	41	0	0	167	6	64	11	0	85	1
14.5	Inservice Training to officer 7th and 8th, Bagamati Province	PG official	0	0	12	14	0	0	26		5			21	
	Total Bagamati Province PCGG		132	393	116	513	0	0	3389	22	1280	134	0	216	35
	Output 6								0						
6.22	Conduct orientation on FRA				35	5			40	2	12	1		25	

S.N	Total Trainings conducted of each output	Type	Total						Grand Total (PG+L G)	GESI Status					
			Elected Representatives		Officials		Others			Ethnicity					
			Male	Female	Male	Female	Male	Female		Dalit	Janajati	Madhesi	Muslim	B/c	Others
6.15	Orientation event for ICS guidelines to PG ministries to prepare ICS implementation				25	5			30	2	7	2		19	
	Output 12								0						
	Orientation on IPF guideline				151	17			168	23	39	7		99	
	Total Bagmati Province PPIU				211	27			238	27	58	10	0	143	0
	Total Bagmati (PCGG + PPIU)		132	393	137	540	0	0	3627	25	1338	144	0	230	35