Government of Nepal

**Ministry of Federal Affairs
and General Administration**

NEPAL

Provincial and Local Governance Support Programme

THIRD PARTY MONITORING

Third Report

(16th July 2021 to 30th June 2023)

FINAL VERSION

28th AUG 2023

PREFACE AND ACKNOWLEDGEMENT

This is the third, and final, report of the independent third-party monitoring (TPM) of the Provincial and Local Governance Support Programme (PLGSP) submitted by Prakriti Pragya Nepal Pvt Ltd, a Kathmandu-based research and consulting firm. The PLGSP commissioned the TPM according to the requirement of the joint financing arrangement between the Government of Nepal and the Development Partners. Prakriti Pragya Nepal was selected through a competitive bidding to carry out the TPM. The contract was awarded in June 2022 and the TPM team started work in July 2022. Consequently, two reports were submitted and approved earlier in 2022 and 2023. This report is the final one under the contract.

While conducting this TPM, Prakriti Pragya Nepal brought together a team of experts (named below) and adopted agreed methods and process. The methods, findings, conclusions and recommendations of the TPM are presented in this report. An executive summary is presented at the beginning.

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

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TABLE OF CONTENTS

List of Annexes

List of Annex Tables

List of Boxes

List of Tables

EXECUTIVE SUMMARY

This executive summary highlights the findings of the third, and final, report of the independent third-party monitoring (TPM) of the Provincial and Local Governance Support Programme (PLGSP). It covers the progress made during the fourth year (FY 2022/23) of PLGSP implementation – covering 16th July 2022 to the end of June 2023.

Fiscal Year 2022/23 was the fourth and originally the final year of PLGSP – which now has been agreed to extend for a transitional period of one more year. While important gains have been made through the implementation of the activities identified in annual (provincial) strategic implementation plan(s) (P/ASIPs) that formed the basis for annual programme implementation in FY 2022/23. The ASIPs' activities were aligned to the 14 outputs under three outcome areas of the programme. At the same time, the TPM notes that several bottlenecks and challenges pointed in our previous two reports persist regarding the performance, quality assurance, management, including communication, coherence and alignment across PCU and provincial-level implementation units.

The achievements of the programme in 2022/23, as presented in Chapter 3 of this report, relate primarily to nurturing administrative, legal and institutional and human resource capacity – including the adoption of norms as well as hardware and software for more transparent and efficient service delivery and governance in sub-national governments. Significant work is done in local government planning, revenue improvement planning, the adoption of SuTRA, and other public finance tools, and GESI mainstreaming, and training of elected officials and civil service staff, widespread use and acknowledgement of local government self-assessment (the use of LISA). A detailed account of performance in sample provinces is presented against each planned activity in Chapter 3.

Progress varies across provinces, which are not at the same pace with respect to activity milestones. Provinces that accomplished some activities last year had their follow-on activities this year, while others are in the initial stages. This is so for activities that happen in a series of progression – e.g. guideline development, Training of Trainers (ToT), consultant mobilization, plan development, implementation, follow up / monitoring or learning reflection. More generally, Madhesh province PPIU and PCGG as well as Sudurpaschim PCGG were generally low-performing than others. Lumbini PCGG and PPIU both had good performance in previous fiscal years, but their performance in 2022/23 was at variance with their past record. This was because of the frequent change in PPIU leadership and long absence of ED in the PCGG.

Provincial governments made additional IPF project awards to local governments in 2022/23, though there was no IPF programme allocation for the second year. Communication gaps remained between provinces and the PCU in regard to whether to fund new IPF schemes in 2022/23. The cumulative number of projects has now become 74, up from 57 projects last year. Most of the IPF projects visited complied with most conditions, but public hearing and municipal social hearing need further attention. Greater downward accountability and establishing institutional custodianship for the gains of IPF implementation appear critical.

Performance on activity implementation in GESI was found more significant at the local government level than in provincial levels. GESI activities encompassed GESI audit, GESI strategy development, the appointment of focal points and localization of GESI as a government/social agenda in sub-national

spheres. Provinces experienced procedural bottlenecks, especially as GESI audit or related activities were not completed due to absence of approved guidelines. Further effort is required for the effective implementation of GESI strategies, as well as response to the findings of GESI/GRB audit, and empowerment of the GESI focal persons to be able to effectively handle GESI related grievances and concerns.

Still many planned activities are unlikely to be implemented within this fiscal year, which are shown in the tables in Chapter 3, as PCGGs face issues of legal recognition as well as insufficient human resource and leadership capacity. Three PCGGs (Madhesh, Bagmati, and Lumbini) are yet to have adequate legal recognition. Most PCGGs lack adequate human resource and the staff are frequently transferred, posing a challenge to smooth programme implementation and institutional memory. Some PCGGs, especially Sudurpaschim, appear to have the disadvantage of distance in sourcing resource persons for conducting training. Generally, procurement of services was found to be challenging to the PCGGs – this points to the need for greater rigour and leadership in managing procurement and supervising service providers.

PCU consultation suggests that total expenditure may be less than half of the budget allocation, or probably less than that of last year (which was 47%). Some of the activities planned for this year turned out to be less urgent, as some activities were found to be redundant. For instance, many leaders or staff were already trained, and some of the training activities were not required. Future planning should be improved to address this.

Furthermore, some PLGSP outputs continue to receive low level of attention – especially output 9 which is about downward accountability and output 11. Given that accountability consists of a key pillar to good governance, greater prioritization of accountability programming is advisable in PLGSP's reprogramming considerations.

In view of the above, this report offers recommendations for PLGSP to improve programming and performance as well as for improvement of quality. Specific recommendations are provided in relevant sections, while more generic recommendations are presented at the end of this report.

ACRONYMS

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

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

1 INTRODUCTION

1.1 Background

This is the third, and final report of the Third-Party Monitoring (TPM) of the Provincial and Local Governance Support Programme (PLGSP), produced as part of the contract issued by the United Nations Development Programme. This report generally builds upon the two previous reports submitted in Nov 2022 and June 2023, but draws specifically from the consultations of the third round of TPM work that focused on the programme's performance during the eleven months of the Fiscal Year 2022-23 (16th July 2022 to 30th June 2023).

The PLGSP is a national flagship programme of the Government of Nepal and aims at building institutional, organizational and individual capacity at all levels of government, with particular focus on the provincial and local levels. The programme supports the country's federal system, which was established anew in 2015 through the promulgation of the Constitution of Nepal. The new structure consists of the federal government, seven provincial governments and 753 local government units, each having constitutionally enumerated autonomous as well as concurrent jurisdictions. Working at all three levels, PLGSP aims to contribute to the delivery of quality services at provincial and local levels, promote local development, and support them to progress towards economic prosperity.

PLGSP started as a four-year programme in 2019 (FY 2019/20).[1] With an agreed additional "transition year", it is expected to complete in July 2024. It is served by the Ministry of Federal Affairs and General Administration (MoFAGA) as its executive agency, whereas seven provincial governments, 753 local governments and seven provincial level training centres (called PCGGs – Provincial Centres for Good Governance) are its implementing agencies. The programme is supported by five international development partners (DPs), namely: the UK Foreign, Commonwealth and Development Office (FCDO); the European Union (EU); the Government of Norway; the Swiss Agency for Development and Cooperation (SDC), and the United Nations.

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

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

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

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

Along with the above outcomes, PLGSP intends to serve as an umbrella programme of the Government of Nepal and all governance-related programmes that provide capacity development (CD) support to the provincial and local governments. The Programme seeks to establish a common framework for coordination and coherence of all governance-related programmes at the provincial level and

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

accommodate other donor-funded programmes. With that PLGSP seeks to provide a coherent approach to capacity development under Nepal's federal system.

This TPM was commissioned according to the Joint Financing Arrangement (JFA) signed between the GoN and DPs. The JFA requires PLGSP to conduct the TPM twice each year and to present the reports to its National Executive Committee (NEC) meetings in May and November. In June 2022, UNDP on behalf of PLGSP entrusted the task of independent, third-party monitoring to Prakriti Pragya Nepal Pvt Ltd, a Kathmandu-based consulting firm. The TPM team is mandated to provide reports on the verified progress, quality and status of the Programme activities of Annual Strategic Implementation Plans (ASIPs) 2021/22 and 2022/23.

The first TPM report, produced in Nov 2022, covered the Financial Year 2021/22, from 16th July 2021 to 15th July 2022. The second report, finalized in June 2023, covered the initial months of the fiscal year 2022/23 (Jul 22 to March 23). This third report has a time overlap with the second report and covers cumulatively the eleven months of FY 2022/23 from 16th July 2022 to 30th June 2023. Accordingly, this report does not fully cover FY 2022/23, as the time required to account for the performance for the entire fiscal year was not available under the TPM contract.

1.2   TPM and Its Objectives

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

The specific objectives of the TPM are as follows:

i.   To verify the progress against the milestones of (Provincial) Annual Strategic Implementation Plan (P/ASIP) of the selected provinces (three provinces in reporting time)

ii.   To assess the quality of the overall process followed and outputs delivered such as Capacity Development Plan, Revenue Improvement Action Plan, Periodic Plan and the completed training events such as in-service training, service entry training and others by the programme.

iii.   Measure the changes realized by the intended beneficiaries against some of the outcome level indicators of the programme

iv.   To examine the IPF implementation process and assess the compliance with IPF implementation guidelines including implementation plan, fiduciary risk mitigation (including "spot checks"), communication and monitoring plan.

v.   To review and validate the status of the Programme according to Result Framework matrix on the basis of the Annual Progress Report 2021/22 and subsequent APRs and financial delivery individually by the federal, provincial and local governments (representative samples), Programme and provincial P/ASIPs 2021/22 and 22/23, and to assess whether

activities are being carried out as they have been reported, and in accordance with implementation guidelines.

vi. To monitor how far the programme is using gender equality and social inclusion targeted funding in promoting gender equality and social inclusion and how it is being followed up. Specific attention will be given to assess the milestones given in the GESI Strategy of PLGSP.

vii. Assessment of key risks and challenges in the programme, analysis of the risk matrix.

viii. To document good practices and lessons learned and recommend continued improvements.

1.3 Structure of the Report

This report is structured as follows: Chapter 2 presents the methodology of the TPM, including its overall approach, process, methods, activities and the details about respondents in the third round of TPM consultations. Chapter 3 presents the findings of the TPM on the progress and achievements of the programme implementation in 2022/23, specifically covering the period from 16th July 2022 to 30th June 2023. The progress is presented categorically for 14 outputs of the programme, while a summary of performance is presented as a table in the beginning of the chapter. Chapter 4 presents the process of the rollout of IPF projects, TPM's observations on its progress and the commendations. The fifth and sixth chapters present respectively thematic observations and recommendations on Gender Equality and Social Inclusion (GESI) and Public Financial Management (PFM). The seventh chapter presents TPM observation on the management and quality issues relevant to the PLGSP implementation. The next chapter presents the conclusion and recommendations of the TPM.

2 METHODS AND PROCESS

2.1 Overall Approach

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

1. **Continuous process.** The TPM was conceived as a continuous engagement over the duration of the PLGSP. This third report builds upon the two previous reports generally and includes additional, specific observations from the third round of consultations held in June and early July 2023. This report should be read as the reflection of an ongoing programme implementation for FY 2022/23, as it went on progressing when data and information for this report was gathered.
2. **Participatory**. The TPM team adopted a participatory approach, in which project management team, technical experts, key government officials, development partners, UNDP, and programme officials at all levels as well as representative set of beneficiaries were consulted and engaged. The team sought the inclusion of the voice and concerns of the programme's stakeholders, including different social groups, background, gender, ethnicities, as appropriate.
3. **Independence of the work and close collaboration with PLGSP**. While the TPM team worked in close consultation and collaboration with PLGSP teams, the work and reporting are independent. The team maintained their independence in data collection, analysis and reporting as well as in logistics, sampling and spot-check decisions. At the same time, the TPM team regularly reported its progress to PLGSP and received support on coordination and communication.
4. **Professional standards and ethical integrity**. The TPM team upheld generally agreed professional standards on monitoring and evaluation work. The team has made best efforts at fair and transparent reporting on the progress and quality of the programme. The team upheld the general Codes of Conduct (CoC), adopted by Community of Evaluators Nepal (COE-N), which are available at the website:

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

   These Codes of Conduct establish, among other things, that M&E professionals maintain objectivity, credibility and integrity in data collection, ensure due representation of stakeholders and their voice in data gathering, and adopt impartiality, honesty, confidentiality and prior consent for data collection and avoid any harm to the respondents.
5. **Multi-method.** The TPM combined different methods and tools of data gathering. The team engaged different types of stakeholders in the process, including those related to Gender Equality and Social Inclusion (GESI) or Public Finance Management (PFM) at different levels. Methods included consultations at different levels of governance, field visit, and sub-national consultation, focus-group discussions (FGDs), key stakeholder interviews (KSI), and spot-checks of Innovation Partnership Fund (IPF) implementation. The combination of these methods, with the review of relevant documents made available by PLGSP, assisted in triangulation. They were instrumental in presenting the TPM's observations and conclusions.

2.2 Sample and Respondents

The TPM team adopted different strategies for capturing data and information for different strands of PLGSP activities and outputs. The TPM team captured data from consultations in the federal, provincial

and local jurisdictions. The consultations provided the TPM with vignettes for understanding systemic patterns of progress, issues, bottlenecks, and learning from programme implementation. These observations were juxtaposed with remarks from DPs, PLGSP senior management, GoN officials, and other federal and provincial stakeholders.

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

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

Table 1: Sampling for Sub-national Consultation

TPM	Sample Provinces and Local Governments
First round *(August 2022)*	- Gandaki, Lumbini and Karnali (3 Provinces) - Local governments (6 LGs) - IPF projects in each visited LG (6 schemes)
Second round *(Jan-Feb 2023)*	- Koshi, Madhesh, Bagmati, and Sudurpaschim (4 Provinces) - in each LG visited (Total 8 LGs) - IPF projects in the LGs (10 schemes).
Third round *(June – early July 2023)*	- Madhesh, Lumbini, Sudurpaschim (3 Provinces) - Local governments (5 LGs) - IPF projects (5 schemes).
ALL	**Total: Seven** Provinces (with repeated visits to three provinces) **Total:** 19 LGs (and 21 IPF schemes)

In the third round (June – early July 2023), field visit covered three provinces and five LGs. In the third round the TPM team engaged in a total of 36 events consisting of consultation, FGD, KSI, spot-check, and online meetings/consultations at the federal, provincial and local levels. In total, 72 people were consulted, comprising 56 men and 16 women (Table 2).

Table 2: Respondents in the Third Round of TPM (June-July 2023)

Respondents/Stakeholders	No of Events	No of Participants		
		M	F	Total
A. Federal Level /Kathmandu	**3**	**6**	**0**	**6**
B. Province Level				
1. Madhesh– Provincial Level	4	9	2	11
2. Lumbini – Provincial Level	2	8	2	10
3. Sudurpaschim– Provincial	2	8	3	11
Sub-Total- B	**8**	**25**	**7**	**32**
C. Local Government and IPF Schemes				
1. Chandrapur Municipality / IPF project, Rautahat, Madhesh	1	2	0	2
2. Balam Bihul Rural Municipality, Saptari, Madhesh	1	4	0	4
3. Barahathawa Municipality, Sarlahi, Madhesh	1	2	1	3
4. Alital Rural Municipality, Dadeldhura, Sudurpaschim	2	4	0	4
5. Parshuram Municipality, Dadeldhura, Sudurpaschim	2	3	0	3
Sub-Total- C: 5 LGs 5 IPF projects	**7**	**15**	**1**	**16**
D. Dedicated GESI Consultations	6	0	6	6
E. Dedicated PFM Consultation	8	8	0	8
F. Follow-up Phone Consultations	4	2	2	4
Total (3rd Round)– A+B+C+D+E+F	**36**	**56**	**16**	**72**
ALL THREE ROUNDS				
I Round – Gandaki, Lumbini and Karnali (6 LGs; 6 IPF schemes)	50	84	44	128
II Round – Koshi, Madhesh, Bagmati & Sudurpaschim (8 LG, 10 IPF schemes)	52	95	74	169
III Round – Madhesh, Lumbini & Sudurpaschim (5 LG, 5 IPF schemes)	36	56	16	72
Grand Total (19 LGs, 21 IPF schemes)	138	235	134	369

Note: Developed from Annex 3, (1).

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

2.3 Methods and Activities

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

Box 1. Highlight of Data Collection Methods

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1. **Performance Verification at PCU, PPIU and PCGG.** In-depth consultation and data checking with PCU, PPIU, PCGGs teams.

2. Key stakeholder interviews (KSI) with

   - Federal and Kathmandu-based stakeholders
   - Provincial level stakeholders

> - Local government staff and elected leaders
> 3. Online/In-person consultations with specific respondents
> 4. Spot checks in selected innovation partnership fund LGs, with FGD and consultation with IPF staff and local leaders
> 5. Focus group discussions with IPF beneficiaries and CD/training participants at local level
> 6. Observation of relevant activities, outputs and facilities
> 7. Stakeholder consultation-cum-debriefing

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

In the third round, the TPM team discussed progress and verified the documents physically and digitally at PCU Kathmandu, PPIUs and PCGGs in Madhesh, Lumbini, and PPIU in Sudurpaschim Province. However, TPM team was unable to receive reports for most activities that happened at the eleventh month (Asar 2080 or June-July 2023) of the fiscal year, as activities were just completed and reports not produced by the time of TPM visit. The second limitation for this TPM was that PCU monitoring data (XL sheet) was not updated after March 2023, due to the absence of Monitoring and Reporting Specialist during this period.

Generally, the TPM team sat together with PLGSP teams and discussed the activities, process, and outcomes and read and verified the programme completion reports or other evidence. It was a unique method for the programme activities and process monitoring. The PLGSP specialists and experts and the monitoring (and reporting) experts at the PPIU provided the details and responded to queries of the TPM team. They showed the programme reports physically, one by one, according to the ASIP or PASIPs. The PPIU and PCGG teams provided activity evidence to the TPM team, by sharing in google docs after the visit, or through email as well.

(b) Key stakeholder interviews (KSI)

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

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

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

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

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

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

The TPM team members held mostly individual / expert consultations – either in-person or online or through telephone – with federal or sub-national government officials or programme teams. These consultations were carried out mostly after the province or local level visits. In some cases, follow up phone meetings were held with officials with whom prior in-person consultations were held. Annex 3 provides the details.

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

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

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

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

(f) Observation of relevant activities.

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

The timeline of the activities carried out for the third round of the TPM is presented in Annex 4, (1).

3 PROGRESS OF PROGRAMME IMPLEMENTATION, 2022/23

3.1 Overview

This chapter presents the observations of the Third-Party Monitoring (TPM) on the performance of PLGSP in FY 2022/23, from 16th July 2022 to 30th June 2023. The data for the observations were drawn from PLGSP monitoring database, as well as consultations at the PCU, three PPIUs and three PCGGs (Madhesh, Lumbini, and Sudurpashchim), and officials in five LGs as well as with individual and group consultations with stakeholders at the federal, provincial and local levels. The TPM team visited eight LGs (with ten IPF projects) in the four provinces for spot-check and consultations. Some additional telephone conversations were held with TA teams in Karnali and Gandaki regarding expenditure or IPF implementation.

The programme's performance for FY 2022/23, as observed and verified by the TPM team, is presented below in the Summary Table of Performance. Because it is a report on the ongoing progress for 2022/23, the TPM team did not use colour-coding for performance for this report. The "verified progress" comes from direct observations as well as consultations of the TPM team (completed early Feb 2023), reconciled with the monitoring data from PCU as of the end of March 2023.

3.1.1 Summary Table of Performance

PLGSP Results	Performance and TPM Remarks
Outcome 1 Government institutions and intergovernmental mechanisms at all levels are fully functioning in support of the federal governance as per the Constitution.	
O1. Legislation and policies to support PLGs	• Completed: Review existing laws of LGs: The review of 10 laws completed and report available. • Dropped: Formulate model laws: Included in original ASIP 22/23 but missing from the progress/monitoring sheet of PLGSP. NPM – "Not deemed required in view of previous years' work."

O2. Tools and systems to support PLGs	• Completed:
	   • System development and roll-out completed (e.g. LISA, MTEF, personal information system, LG portal), MoFAGA portal, guidelines development (CFLG, debt sustainability)
	   • Training and other capacity development activities– accomplished
	• Dropped: Model Guideline from PCU, FATA/NAGG business plan, study on expenditure needs of LGs; formula-based transfer to LG

O3. Intergovernmental admin mechanisms strengthened / functional	• Completed: PLGSP decision body meetings and other events held regularly; best practices sharing workshop; validation meetings • Dropped: Policy analysis of IPCC meetings; studies on Inter-governmental relationship issues (lack of political participation??)
Outcome 2. Provincial and local governments have efficient, effective, inclusive, and accountable institutions.	
O4. PGs draft legislation in consultative manner	• Mostly completed– review, update and enact provincial Acts, regulations, guidelines, standards, code of conduct, strategies • For 2022/23: Some not completed in Madhesh and Lumbini, change in laws (SP) • Each case is different; Refer report Table 4

PLGSP Results	Performance and TPM Remarks
O5. PG horizontal and vertical accountability & Mainstream GESI	• GESI strategy, GESI/GRB audit, GESI focal persons and capacity development • Some GESI activities due • PCC meetings held regularly • Six public hearing in SP; not completed in Madhesh • Space for improving accountability programming and implementation (including horizontal coordination versus horizontal accountability)
O6. Effective PG administrative functions	• Completed: IT system orientations in Lumbini/SP; ICS orientations in Madhesh, Lumbini, SP; E-governance master plan (Madhesh – almost complete); workshops and other events • Dropped/cancelled: Audit arrears software (Lumbini); PIS (SP), Info Management System and E-monitoring (SP), Provincial RIAP (SP)
O7. PCGG are operational and capable for CD activities	• PCGG Office and facilities partially renovated/refurbished; cross-sharing visits and many activities (Table 7) • Not completed: DPR not prepared in Madhesh; construction bid cancelled in Lumbini PCGG; long-term business plan of PRTA (Madhesh) Remarks • "lack of hostel" identified as one bottleneck for hosting training in Madhesh • Missed opportunity on improving physical facilities at PCGGs- Madhesh, Lumbini, Sudurpaschim provinces
O8. LG administrative system and accountable PFM	• Roll out nationally – SuTRA, PAMS, NPSAS, LG info management system; LISA, FRRAP, periodic planning etc. • Preparation of RIAP, CD Plan, Periodic Plan, MTEF • Capacity development activities- training, refreshers, orientation events. • Sudurpaschim – fund used to cover liability of the last FY **Remarks** • SP – many RIAP, PP not conducted this year, as funds used to serve the liability of last year.
O9. LG vertical and horizontal accountability	• Lumbini: 3 of 7 LGs completed events; No new activity in Madhesh and SP; • Sudurpaschim – three workshops between LGs • Workshops on vertical cooperation NOT conducted in Madhesh, Lumbini. **Remarks:** • PCGGs need to encourage LGs on vertical accountability systems • Opportunity for improved programming on output 9; More clarity needed on "horizontal accountability" versus "horizontal cooperation";
O10. LG GESI mainstreaming	• LG GESI strategy development in Madhesh and Lumbini,

PLGSP Results	Performance and TPM Remarks
	• GESI audits in Lumbini (all palikas); not done in Madhesh (not commissioned) • GRB orientations in Madhesh and Lumbini • Localize Code of Conduct in SP, not done in Lumbini • Capacity development- GESI Orientations, training, TOT, focal person training
O11. LG citizen engagement and inclusive participation	• Orientation of grievance system and participatory planning (SP), • Dropped: IEC materials (Lumbini), stakeholder dialogue (Madhesh), • Opportunity for more creative programming on citizen engagement and inclusive participation
O12. Innovation Partnership Fund (IPF) implementation	• IPF guidelines rollout; orientations to PPIU, and subsequent orientations to LGs from PPIUs; award of 57 projects • No second year provisioning, but new awards in 22/23 as well – total 74 projects now • Two projects dropped for integrity and land tenure issues; one more likely to be dropped for not performing/report • Mostly business-as-usual 'development' projects, "innovativeness" not fully clear; but IPF set a concrete basis for vertical collaboration between provinces and LGs.
Outcome 3. Elected representatives and civil servants at provincial and local government levels have the capacity and serve citizens to their satisfaction.	
O13. CD of provincial staff and elected representatives	• Various on-demand training activities for provincial PCGGs; • In Lumbini >> active implementation until Feb, but almost no activity in PCGG during March – May (due to ED appointment issue) • Mainly for staff • Less engagement with elected representatives.
O14. CD/empowerment of LG staff and elected representatives	• Various on-demand activities for LG staff and elected reps- Trainings on IEE/EIA, VERSP, planning & budgeting, IT, quality control, and other on-demand trainings • Demands collected in bottom-up approach • In Lumbini >> active implementation until Feb, but almost no activity in PCGG during March – May (due to ED appointment issue) • Covered both civil service staff and elected representatives • Progress – mixed (Table 14).

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

3.2 Outcome 1 Performance- Outputs 1, 2 and 3

Outcome 1 of the programme states:

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

This outcome has three related outputs.

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

All three outputs under Outcome 1 are the main responsibility of PCU. The activities planned and accomplished under the three outputs are presented in detail in Annex 5.

Table 3 shows the summary status of accomplishment in FY 2022/23. Under Output 1, the PCU completed the review of 10 LG laws, which includes offering feedback to LG law. However, it dropped the activity to formulate model laws, as it was not deemed necessary in view of previous years' work. Under output 2, PCU undertook a more expansive range of activities for systems and tools implementation and related capacity strengthening, including workshop on LISA and PLGSP best practices, MTOT for periodic plan and MTEF, and training to DCC officials to enable them to undertake their tasks in LISA, FRA and other tools. Some key activities, however, were dropped under Output 2, especially as other public agencies were expected or committed to undertake them. Under Output 3, PCU convened regular meetings of PLGSP's decision-making bodies and web-published the decisions, hosted a best practice sharing workshop, and regularly convened workshops at PCU to refine or validate products, tools and guidelines or other products developed by consultants and other service providers. However, it was also noted that policy analysis and studies on inter-provincial council or intergovernmental issues were dropped for the year.

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

Output	Performance Status /TPM Observations on 2022/23 (PCU)
Output 1. Federal level institutions develop legislation and policies to support PLGs in consultative manner	**Completed:** - Review existing laws of LGs: The review of 10 laws completed and report available. **Dropped (and reason thereof):** - Formulate model laws: Included in original ASIP 22/23, but missing from the progress/monitoring sheet of PLGSP. On inquiring NPM stated this was "Not deemed required in view of previous years' work."
Output 2. Federal level institutions develop tools and systems to support PLGs in a consultative process	**Completed Activities:** - LISA workshop was held together with Best Practice workshop. - 10 Training Modules prepared; modules available - MTOTs for periodic plan and MTEF - ToT for DCC officials on monitoring, LISA, FRA and other tools (but this was completed on MoFAGA internal budget) - PCGG activities outcomes study completed, report available - GESI indicators online portal developed and available; - PCGG e-learning modules (8) completed as self-paced digital learning platform

Output	Performance Status /TPM Observations on 2022/23 (PCU)
	- NASC/LDTA training impact study; report available - Continued support to MoFAGA IT section - Workshop on concurrent rights and ministry coordination - Guidelines for LGs' Project Bank for Infrastructure developed, available - Online system for LED; available at MoFAGA website - PGs' system improvement in FRA and GESI audit - Improve GESI audit and **FRA** systems for provincial governments **Dropped Activities (and reason thereof)** - Model guidelines from PCU, "as other government agencies were known to have done this." - FATA/NAGG business plan; because relevant Act not promulgated - Study on the expenditure needs of service delivery in LG, as "NNRFC is expected to carry this out." - Strengthen formula-based grant transfer procedure, as "NNRFC is expected to do on its own."
Output 3. Inter-governmental (IG) administrative mechanisms are strengthened and are functional	**Completed Activities** - PLGSP decision body meetings and workshops – Completed as planned (NEC, TASC, Fiduciary Risk committee etc). Minutes on PLGSP website - Held one of (planned) seven best practices sharing workshop; Others not accomplished due to "lack of time." - Validation meetings/workshops for products, tools, guidelines – held regularly at PCU **Dropped/Cancelled Activities** - Policy analysis of the Inter-provincial Coordination Council Meetings - Studies on IGR issues of Inter-Provincial Coordination Council; cause

3.3 Outcome 2 Performance—Outputs 4-12

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

3.3.1 Output 4 Progress

Output 4 of PLGSP "Provincial Governments (PGs) draft legislation in a consultative manner" comprises an important support to provincial governments to review, update and enact Acts, regulations, guidelines,

standards, directives, codes of conduct, strategies, or procedures. The progress on each of ASIP 2022/23 activities, verified by the TPM team and/or reported in the PLGSP monitoring data, is presented in Annex 5.

Table 4 presents the status of progress under Output 4, as of June 2023, for the three sample provinces. It was found that the performance was not homogenous across provinces. The activities were tailored to the specific priorities and needs of the provinces; some provinces had introduced laws in previous fiscal years. Accordingly, they did not have as many laws to introduce this year, which was also reflected in the PASIPs. Generally, it was learnt during our PPIU consultations that while law drafts (as Bill) were ready, as developed by task forces of senior civil servants, most of them have not been officially tabled into or passed from the provincial assemblies. It was mainly because the change in government leadership in the provinces took a good degree of attention over the past several months in the provincial assembly and OPMCMs.

The TPM further notes that consultation for the development of laws, strategies or guidelines under this output was mostly limited to the official of provincial ministries, but in a few cases the consultations were broadened to include specific stakeholder groups. Secondly, PPIUs lacked sufficient, substantive knowledge or confidence in some activities especially in regard to the localization of SDGs. These could, however, have been mitigated with the mobilization of external capacity.

Table 4: Output 4 Progress in Three Provinces[2]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
4.1 Policy/law formulation:	<u>Three (of planned 4) submitted:</u> Province Economic and Financial Accountability Act; Local Services Act; Some Province Acts Amendment Act <u>Two</u> previously considered policy/laws dropped; reasons NA.	Two guidelines prepared and approved by the OCMCM committee; under approval of the Lumbini Provincial Cabinet.	Four laws under process: a) Provincial civil service Rules (drafting ongoing); b) Local Services Act (drafting); c) Communications Bill (replacement bill); d) Sudurpaschim Research and Training Academy Regulation already issued. Reproductive Health Bill – dropped.
4.1 Policy/law review / amendment	-	-	Reviews ongoing: a) Province Civil Service Act- leading to 42 point revision; b) Disaster Management Act - it's literally a replacement Act; c)

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[2] Cells with the entries of "-" in this as well as other tables indicate that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
			Province Forest Act-amendment Bill is prepared; and d) certification of written documents (procedure) Act – amendment bill is ready, but not yet available to PPIU (currently is with relevant Ministry).
4.4 Conduct orientation/ interaction programme on law drafting for Province assembly members	-	GRB guideline approved by the Committee and under cabinet approval. However, SDG localization guideline was dropped as sufficient, substantive content was not available from NPC or others.	-

3.3.2 Output 5 Progress

Output 5 of PLGSP states: "Modernised PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI". The progress on each of ASIP 2022/23 activities under this Output – based on TPM's consultation and on the basis of PCU archive—is presented in detail in Annex 5 for all seven PPIUs.

Table 5 presents a comparative snapshot of performance in activities under output 5 across the three sample provinces. Under this output, PPIUs held PLGSP PCC meetings across all provinces, focusing on the joint review of the programme's implementation and for the award of innovation partnership funds.

Provincial PCC meetings however were not held in this FY by end of June 2023– either because they were not formed (Madhesh) or planned for a later date in this FY (Sudurpaschim). Madhesh and Sudurpaschim provinces deployed accountability tools of citizen engagement – e.g. Hello CM (Chief Minister), the latter also held public hearings for some of its agencies/ministries and projects. But in Madhesh, public hearing activity did not materialize even though the TA team completed preparatory documentation, as PPIU leadership did not take forward the activity.

Beyond the above citizen engagement and accountability activities, this output also had activities on gender equality and social inclusion (GESI), including GESI/GRB audit and training. This activity did not progress well, as GESI Audit Guidelines were not approved in Madhesh and Sudurpaschim by relevant provincial ministries. Progress in GESI related activities appears to be weaker at the province level than in the LG level (output 10).

Table 5: Progress in Output 5 (Three Provinces)[3]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
5.1 Provincial GESI guideline	-	GESI audit of 13 ministries of last year (this year, however, only 10 ministries exist) completed. Dissemination planned for 5th July 2023 (3 hour sessions). Includes assessment of policies, program and budget in 46 indicators. Draft report available.	-
5.3 support to the Secretariat of Provincial Coordination Council	Council not formed; council's note ("*tippani*") prepared, but Council members not nominated yet.	-	A meeting of Provincial PCC planned for July 4 2023.
5.4 PLGSP PCC meeting	Three (of 4 planned) PLGSP PCC meetings held: Meeting of DPs and provincial secretaries; review of IPF projects and program sharing; and endorsement of 4 IPF projects.	Two of four PLGSP PCC meetings held – a) selection of 2 IPF schemes; b) Review and planning and updated progress to Hon'ble CM.	Two completed, one planned – a) annual review – July / PASIP, b) IPF project award meeting (4 projects awarded this year; last year it was 5), c) Planned PLGSP PCC meet on 3rd July 2023.
5.6 Publicize programs and progress of PG through different means of communication (Publish and disseminate related materials)	-	-	Documentary on five-year Progress of Sudurpashchim province
5.7 Support in strengthening the	-	-	Application "Hello CM (Chief Minister)"

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[3] In the "progress" tables from here onwards, the blank (denoted by "-") means the activity was not planned for that particular province.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
grievance handling mechanism (Hello CM)			prepared and handed over. Endorsed by OCMCM. Expected to be online by mid-July, following DoIT security audit.
5.8 Public hearing	TOR for consultants prepared, discussions held with the PPD, Projects yet to be identified; work not completed (decision from PPD not made; PPD changing rapidly)	-	Six completed by following public hearing procedure; media persons engaged in six public hearing of five ministries: Agriculture (1), Physical Planning – MoPID (2), Social .. (1), and Forest – MoFTI (1), Economic Affairs (1). Some ministry-based, some project-based hearings.
5.10 SDGs Localization Guideline printing and dissemination	-	Not carried out, as guideline could not be prepared (discussed above)	-
5.13 GESI audit of PLG ministries:	GESI audit guidelines are in the process of development; audit will be carried out after the guidelines are approved		Dropped because GESI audit procedure is not yet approved, as it under process in Social Development ministry.
5.15. Training to GESI Focal Persons	Planned for March 2023 but not completed; only technical preparation in process, targeting GESI focal persons in 11 ministries	-	-
5.25 Conduct Organization and Management study of PG		Conducted by OCMCM with its own resource. Work completed but PLGSP fund was not used.	
5.39 Workshop on strengthening the	-	-	Meeting/workshop of provincial policy and

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
horizontal coordination among PG agencies (Ministries, Commissions and Agencies).			program for FY 2080/81 between PG ministries and institutions and agencies; report yet not available.

3.3.3   Output 6 Progress

Under Output 6 "PGs manage provincial public administration functions more effectively," PLGSP planned to support province-level administrative systems, establish required hardware and software infrastructure and build provincial government staff capacity for effective administration. The PPIUs supported provincial governments in automation and digital systems, fiduciary risk reduction planning and capacity development, online systems/tools for profiling, planning, budgeting and public administration functions.

The progress on each of ASIP 2022/23 activities under this output is presented in detail in Annex 5. The status of progress against the PASIP in the three provinces are presented in Table 6. Noteworthy accomplishment is on internal control system in all provinces. Similarly public hearing events, where carried out, helped bridge the gap between provincial government and stakeholders. But it can also be seen from the table that some activities were dropped; some postponed to next year; and some activities could not be accomplished due to weak planning and procurement, and some due to lower budget earmarked than required.

Table 6: Output 6 Progress in Three Provinces[4]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
6.1 Support Provincial Agencies (PPSC) in development of IT based result assessment operation system	-	**Audit Arrears software.** Not done. Old software was not used; indeed reported to be not usable. TOR prepared for new arrears software (and/or update), but the work was not quite pursued. Principal Secretary also advised not to do it.	Dropped. Initially it was envisaged to prepare personal information system, but as PIS was prepared by MoFAGA, this did not proceed. (But still user name and password not available)
6.1 Orientation to PG officials on IT systems (1. E-cabinet and 2. Websites) at PG level	-	Completed two activities: a) personal information system, and b) LG Integrated Portal.	Two orientations completed – PIS and website. Work

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[4] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
		Third - the Info Portal of Development Partners- was attempted but not completed.	on E-cabinet ongoing.
6.1 Strengthen IT based information management system in PGs (Support Office of Transport Management in digitalization of service delivery)	-	-	Dropped due to low budget. TA team/PPM suggest that it requires 10 million, but available budget is 1000K. Not proposed for next year.
6.1 Strengthen IT based information management system in PGs (Support in progress tracking, monitoring, and reporting -e-monitoring- system of the province)	-	-	E-monitoring system – Dropped, even after concept note and TOR approval. This system requires more time than 60 days as proposed—the vendors said that 60 days' time was not sufficient. Planned for next year[5]
6.15 Strengthen ICS of PGs	Internal Control System orientation completed together with FRA orientation. 3-day event (one day for office head; 2 days for other personnel) for 94 participants of province ministries and agencies; report available.	In progress. ICS Guideline is drafted through deliberations in the Task Force; but sharing and approval are due. Draft not available currently.	ICS orientation planned for July 2, 2023; ICS Guideline ready.
6.19 Strengthen local governance programme through	-	Eight of 10 (planned) mobilized – five IT volunteers and three	-

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[5] In such problems, a soft market testing approach or open competitive tendering approach – ahead of the budget setting – could help.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
mobilization of experts (Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)		legal volunteers in PG ministries. Their contract terminated in Feb, and exit training on law-making, data analysis and public procurement provided.	
6.20 Prepare E-Governance Master Plan of PG	Almost all activities of E-Gov Master Plan completed by service provider; draft report submitted; second stakeholder meeting is due (planned for June 2023 end); final report is expected early July; Nepali version by mid-July.	-	-
6.22 orientation on FRA	-	Not completed. The FRA guideline was prepared last year; concept note for FRA orientation prepared, but orientation event did not materialize, primarily due to rapid change of PPIU leadership.	FRA orientation scheduled for July 10-11; orientation follows approval of FRA Guideline.
6.29 inter province learning and sharing visit.	-	-	Plan to visit Madhesh and Koshi provinces
6.30 consultation / interaction workshop at PG	-	Two of three events completed- Nov 3-4, 2022: Review of PPIU / PLGSP; and May 12-13: Learning of Implementation and Next round of planning.	Four planning & review workshops held: a) August 2022 (for annual review and PASIP); b) March – semi-annual review and plan update, c) April – planning workshop

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
			2080/81; c) May – planning consultation with secretaries and division chiefs.
6.38 Review implementation of Periodic Plan, RIAP and CD plan	-	-	Dropped RIAP for this year. No progress made. Finance Secretary is interested and RIAP scheduled for next year.

3.3.4 Output 7 Progress

Under Output 7 "PCGGs made operational to deliver capacity development services," PLGSP planned to strengthen the Provincial Centres for Good Governance (PCGGs) in 2021/22 in their physical infrastructure, strategic or business planning, operational guidelines, capacity development planning, preparation of training modules and training materials, or the development of resource centres. The PCGGs are envisioned as Province-owned research and training centres with clear statutory mandates and HR, physical and knowledge resources for the capacity development of elected representatives and civil service personnel at the province and local levels.

Statutory recognition of PCGG has been considered a major milestone in strengthening of PCGGs. However, it is only in four – Koshi, Gandaki, Sudurpaschim and Karnali[6] – of the seven provinces that provincial Acts were promulgated to govern the PCGGs; in the remaining three (Madhesh, Bagmati, and Lumbini), the PCGGs are established with provincial executive orders. Staffing, and in some cases the appointment of the executive director, are noted to be a recurring challenge across all PCGGs. For instance, some PCGGs (Lumbini and Sudurpaschim) experienced long gaps in the appointment or deputation of the ED. In Madhesh, on the other hand, leadership and staff capacity and confidence to execute PASIP activities was found to be low. Both of these factors hampered the execution of PASIP activities. There is the need for further PLGSP engagement on institutionalization and legitimacy of the PCGGs.

Table 7 presents the status of progress in Output 7 activities of PASIPs 2022/23 in three provinces reviewed. It should be noted that while PCGG offices have been refurbished, major construction work per earmarked budget was not accomplished in all of sample provinces- Madhesh, Lumbini, and Sudurpaschim. Madhesh continues to struggle with detailed project report (DPR) preparation – which is one of the early activities for major construction; in Bagmati confusion prevails over the choice of venue for PCGG office and land title. There has been partial progress in resource centre development in Madhesh. In Sudurpaschim, it was reported that some construction was hampered due to the long absence of PCGG Executive Director.

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[6] Karnali Province Training Academy Act was promulgated through Gazette notification on July 27, 2023.

Table 7: Output 7 Progress in four provinces[7]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
7.1 Renovate physical infrastructure of PCGG.	-	Not completed- the construction of administrative and training buildings. Tender issued (13 crore) but cancelled early July 2023. No explanation was available during the consultation. No budget secured for next year.	DPR prepared and renovation ongoing – roofing, fab ceiling, electrification, etc for admin block, hostel, quarter and training halls 2.
7.2 New physical infrastructure for PCGG.	Not completed/ only partial (boundary wall etc). A DPR for the maintenance of PRTC residence building, gate, parking and boundary wall was planned last year. However, the DPR has not been made available to PRTC. PRTC requested OCMCM about the DPR, but no response received. Procurement process was confusing to the PRTC team, who was not fully confident on how to go forward on this.	-	Under construction – new administration building and canteen, but unable to move on hostel building. Former ED stayed a long leave. (Budget 4 crore but expenses 1.4 crore).
7.4 Prepare a long-term strategic/ business plan of PRTC	Not completed. Negotiation with Nepal Administrative Staff College (NASC) for the plan, and initial agreement on G-to-G basis and an agreement was signed by NASC (but subsequently not by PRTC, as internal process did not clear this through).	-	-
7.5 Organize capacity building training for PRTC's and	Completed. Commissioned to NASC, one-week training in Feb. Total 25 pax (M 23, F 2).	-	Not done. Concept note ready, but date provisionally fixed between

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[7] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
OCMCM officer level staffs			July 5-10 on Appreciative inquiry and team building/IT.
7.6 Coordination meeting with CD stakeholders.	The meeting was expected in early 2023 ("near future" reported in 2nd report consultation) but did not happen. Only informal meetings held. No report available.	-	-
7.7 Cross-sharing and learning visits for PCGG officials.	It was planned to visit Karnali and Sudurpaschim (June), but not happened until consultation. TA team not sure if it will happen.	Visit completed. Six-day visit of 13 participants of PCGG Nepalgunj to Sudurpaschim and Karnali for learning and sharing.	Exposure visit of 12 staff to PCGG - Surkhet, and PCGG-1 Kalbalgudhi.
7.14 Establish resource centre at PCGG (establish and operationalize Provincial Resource Centre/ Library)	Some work last year, but delayed due to confusion on model. Currently work is going on future, book rack, etc.	Not done. Considered not necessary.	-
7.15 Prepare DPR of PRTC	Not completed. Confusion in PRTC. It's believed that OCMCM paid for DPR last year, but the file was taken over by CIAA for review/investigation. PRTC has posed a query to OCMCM, but response not received. Chief Minister is urging PRTC to do it, but work has not progressed, due to lack of commitment or initiative. Less confidence on leadership on how to mobilize public servants in PRTC.	-	-
7.15 Bulletin publication (Quarterly)	-	-	One bulletin drafted but not published; will be done

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
			toward the end of FY

Source: From Annex 5.

3.3.5 Output 8 Progress

Output 8: "Modernized LGs have strong administrative systems and accountable public financial management systems" involved activities that bring local governments into a nationally coherent framework of administrative and public finance procedures as well as of planning for development, revenue improvement, capacity development, self-assessment and reflection on their own governance/institutional processes. Activities under this output were mainly the responsibility of PCGGs, but the PCU had a role in two key activities - strengthening information management system of LG, and rollout of sub-national treasury regulatory application (SUTRA) and other systems including public asset management system (PAMS) and Nepal Public Sector Accounting Standards (NPSAS). The progress achieved on each of the activities, as included in ASIP 2022/23 is presented in detail in Annex 5 for all provinces.

Table 8 below presents the verified progress in output 8 activities in the four provinces for three sample provinces during FY 2022/23. This year, PCU continued support for the deployment of IT officers in LGs across the country, by providing a matching fund of their salaries, and many IT officers were found to take the lead in designing IPF projects as well as in setting up IT infrastructure and systems. PCGGs worked with several LGs in the preparation of Revenue Improvement Action Plans (RIAPs), capacity development plans and periodic plans. They continued with the capacity development efforts – including refresher training on LISA, orientation on internal control system (ICS), and training or orientations on fiduciary risk reduction action plan (FRAAP).

TPM has noted that there is varying degrees of LG and stakeholder engagement in the preparation of the above policy instruments – varying not only by provinces, but also according to particular consultants engaged by PCGGs. PCGG specialists (TA team) reviewed some documents and provided feedback; sometimes these documents come in bulk toward the end of fiscal year, and quality assurance became challenging in these contexts. TPM also noted that, in Sudurpaschim, SPPRTA used the earmarked budget of this year for preparation of these policy documents to pay for the liability of the last year – meaning that the province was unable to invest resources in this FY in these cases (see table).

Table 8: Output 8 Progress in Three Provinces[8]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
8.1 PCU support for IT system in LG	PCU: Completed; IT officers engaged in LGs (verified during all three rounds of TPM visits)		
8.2 Rollout of SuTRA and PAMS to LGs	PCU: Completed; under implementation and use in LGs		
8.3 Revenue Improvement Action Planning (RIAP) of LGs.	Agreement with 44 of planned 54 LGs for RIAP preparation. RIAP prepared in 33 and funds disbursed, but 11 LGs unable to do so. There was 20% cost sharing from LGs.	20 completed out of 23 planned; Conducted as G-to-G agreement with LGs.	35 RIAPs prepared last year, but due to CGAS full payment was not made in that year. But province government accept its liability for the same, and paid for the remaining amount of that year. The fund from 8 planned RIAPs was used to service the liability of the last year.
8.4 Prepare Capacity Development Plan of LGs.	TOR was completed, procurement was under process.	23 CD plans, out of 24 (planned) completed and submitted to PCGG	New CD plans not developed this year; the fund was used to service the funds not paid for the remaining payment of 27 CD plans completed last year.
8.5 Prepare Periodic Plan of LGs.	After initial confusion about the procurement, PP preparation agreement concluded with 4 LGs. Reports expected by June end.	Eight of planned nine periodic plans prepared and submitted by LGs. Held sharing meeting at OCMCM.	Fund used to pay the remaining liability of the nine PPs prepared last year; from remaining fund one PP of Budhinanda Municipality (Bajura) prepared.
8.7 orientation on MTEF to newly elected representatives and officials.	Orientation planned for Chaitra; MTEF to be prepared by Jun/Jul 2023	Five MTEF orientation events were completed- Bardia (1), Dang (2) and Nepalgunj (2), covering 109 LGs of the province.	-
8.8 refresher/follow-up training for LISA.	136 LGs in eight events at district level. Funds from Heading 8.11 used.	-	LG review and orientation completed for 88 LGs by engaging DCC and LISA result published for all

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[8] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
	LISA and FRA refreshers combined.		LGs. Overall LISA score has improved in the province.
8.9 orientation on ICS for LG	TOR is prepared, RFP issued and process moved forward.	Not done. Work progress significantly halted after the transfer of PCGG ED in February, and as new ED (from April) also has responsibilities in OCMCM.	14 (of 20) two-day ICS orientation events completed for LGs in Bajhang, Baitadi, Doti, Kailali and Kanchanpur. Last year this orientation was carried out for LGs in other three districts. Still remaining are the LGs of Achham district.
8.11 FRRAP implementation.	Eight orientations – 4 persons from each Palika ref FRA manual (LISA–8.8—also included)	Five refresher training events conducted; covered 2 persons from each of 109 LGs of the province.	Two-day orientations on FRA for LG elected representatives, CAO, Planning officer, FRA focal person and LISA focal persons conducted for all 88 LGs (and FRA results published). This was conducted by respective DCCs.

3.3.6   Output 9 Progress

Output 9 "Local government systems enable vertical and horizontal accountability to all citizens" includes social accountability events in LGs, cooperation agreements between provincial and local governments, inter-LG workshop for cooperation and subsequent agreements, and sharing workshop on good practices of horizontal cooperation. Undertaking these activities was mainly the responsibility of PCGGs. The progress achieved on each of the activities in the seven provinces is presented in Annex 5. This is based on (incomplete) PCU monitoring data (which was not updated as of early July 2023).

Table 9 below presents the verified progress in Output 9 activities in sample provinces. TPM notes, indeed since its first report (Nov 2022), that output 9 activities are not sufficiently developed and planned. Implementing downward accountability was partially carried out in Lumbini and not done in Sudurpaschim. Horizontal cooperation workshops were held in Sudurpaschim, but it was not fully clear what actionable outputs emerged from them.

Table 9: Output 9 Progress in three provinces[9]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
9.1 Support LGs to implement downward accountability tools and mechanism (public hearing, social audit)	-	Three out of seven LGs have completed the events and claimed reimbursement under G-to-G arrangement. No claim from remaining four LGs- PCGG team not clear of what happened.	No new activity done this year. The fund was used to service liabilities of 35 public hearing and public audit events conducted last year.
9.2 Workshop to strengthen vertical cooperation	Not completed, even though advance funds taken for the event. The Chief Minister changed the schedule at the last hour.	Not conducted.	-
9.3 Support LGs to strengthen horizontal cooperation (workshop between LGs)	Not done. The activity was under plan; but did not happen.	-	Three workshops held between LGs – two in Dhangadhi and one in Dadeldhura to identify common issues and potential areas of cooperation.

3.3.7 Output 10 Progress

The Output 10 of PLGSP "Local government systems mainstream GESI in their service delivery" consisted of activities that support local governments to adopt GESI mainstreaming, conduct GESI audits for the local governments, and conduct a range of capacity building sessions for local government officials and elected representatives.

Table 10 below shows the verified progress on output 10 activities planned for FY 2022/23 in the sample provinces. Activities spanned from the development of GESI strategy, to GESI audit and CoC on sexual harassment in LGs as well as related capacity development activities – trainings, MToTs, refreshers for elected officials, civil servants as well as GESI focal points in the local governments. Due to the variation of progress in the previous fiscal years, the activity plans varied across provinces.

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[9] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Table 10: Output 10 Progress in Three Provinces[10]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
10.1 Prepare and/or adapt GESI mainstreaming strategy	24 completed last year; this year, agreement with 68 LGs, but GESI strategy prepared by 46 LGs only (deadline already crossed).	GESI audit conducted in 109 LGs, by mobilizing 37 consultants – one for three LGs. Consultants received 2-day orientation and monitored distantly.	-
10.2 Conduct GESI Audit in LGs	Not completed; Proposal prepared; content ready; but work not completed.	GESI audit conducted in 109 LGs, by mobilizing 37 consultants – one for three LGs. Consultants received 2-day orientation and monitored distantly.	-
10.4 ToT on Gender Responsive Budgeting (GRB) for Local Resource Persons (LRPs)	Proposal ready; plan to train 32 people. But it did not happen as GESI audit was not completed.	-	-
10.4 orientation on Gender Responsive Budgeting (GRB) for LGs	Completed in six districts, but work in two districts (Dhanusha and Mahottari) not undertaken – Orientations for Mayor, Deputy, CAO and GESI focal person.	Nine GRB orientation events completed, covering all 12 districts and 109 LGs.	-
10.5 orientation to localize code of conduct to control sexual harassment for LGs	-	Not done. Prepared concept note, TOR, LG selection, and a round of LG consultation. However, due to leadership transfer, the activity remained incomplete.	Conducted two-day orientations in district clusters to all 88 LGs of the province, including a) workplace sexual harassment Act 2071 and b) model code of conduct on sexual harassment at workplace (2074). **Outcome:**

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[10] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	Lumbini	Sudurpaschim
			50 of 88 LGs have localized the CoC, including institutional CoC (12 points) and CoC for all (19 points) endorsed from their EC meeting.
10.7 Training on GESI (Conduct Orientation on Children, Senior Citizens and Disabled friendly governance)	-	Not done. Prepared concept note, TOR, LG selection, and a round of LG consultation. However, due to long absence of Executive Director, the activity remained incomplete, as approval not available.	One (of 3) workshop of three LGs for Child, Senior citizen, and differently abled person governance policy held and the workshop drafted a policy on its own (without copy-pasting from other guidance).
10.9 Celebrate national /international days	Two events - Violence against Women (VAW) – held in schools. In other events, collaboration but no funding required from PLGSP.	-	-
10.10 Training on roles and responsibilities LG's GESI Focal persons	Not completed. No detailed planning and preparation at PRTA.	Conducted four training to GESI FPs covering 78 LGs. The FPs developed action plans, and some started implementing them.	-

TPM's consultations reveal that the following are key immediate outcomes of Output 10 activities (see Box 2):

Box 2: Local Government level GESI "Immediate" Outcomes

Local Government level GESI "Immediate" Outcomes
- LGs allocation of GESI relevant budget - Self-initiated internal GRB orientations after PCGG orientation events in some LGs in Lumbini, highlighting the appreciation of local relevance.

-	GESI focal persons more capacitated – e.g. in developing action plans, and in few cases in their subsequent implementation.
-	LGs localization of CoC on sexual harassment.
-	GESI-sensitive physical facilities - some LGs maintaining sanitary pad for staff; breastfeeding space.
-	Some LGs have also encouraged CoC introduction in the schools in their jurisdictions.

3.3.8 Output 11 Progress

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

Table 11: Output 11 Progress in Sample Provinces[11]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
11.2 Develop IEC materials to strengthen citizen engagement and inclusive participation.	-	Not done, mainly due to prolonged absence of ED in PCGG.	-
11.3 Conduct orientation on grievances handling system to PG	-	-	Two training events held on Grievance Handling for LG spokespersons and information officers, covering a total of 29 LGs. Report not yet available.
11.4 Conduct orientation on participatory planning & budgeting procedures and tools prepared by MoFAGA/NPC/PLGs to ward chair and secretary of LGs	-	-	Conducted six orientation events covering 21 LGs of Bajhang district (4 events) and Darchula (2 events) on a participatory planning process and LG operation. Participated by a total of 18 participants, including Ward chairpersons and ward secretaries.

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[11] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
11.7 Multi-stakeholders' Dialogue on citizen engagement in the local development process in coordination with NARMIN and MuAN at provincial level	Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.	-	-

3.3.9   Output 12 Progress

The Output 12 "Innovation and Partnership Fund (IPF) is operational and transparently supporting local governments' innovative practices" aimed at making PLGs more accountable, inclusive, efficient and effective in delivering services to their citizens by strengthening their individual and institutional capacities in designing and implementing innovation in the areas of governance, service delivery and local economic development."[12] The responsibility of screening and administering the IPF is with the PPIUs, while individual IPF projects are proposed and implemented by local governments, with support of OCMCM on cost sharing basis. It should be noted that IPF was intended for only one year as a trial (with around 20 demonstrably innovative projects nationally), to be followed by a review and re-drafting of Guideline to include learning, should IPF be continued in future years. However, a large number of multi-year projects were proceeded.

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

Table 12: Output 12 Progress in four provinces[13]

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
12.1 Orientation on IPF to LGs and PG staff.	Conducted on-day orientation sessions to 136 Palika*5 pax – Mayor, Deputy, CAO and others.	Two IPF orientations conducted; One review meeting; 10 Technical committee meetings; one proposal workshop organized.	Two events planned but seven carried out in a concise format for three to four hours. Additional cost from other line items.

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[12] PLGSP. 2021. IPF Guidelines.
[13] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Progress (July 2022 to June 2023)		
	Madhesh	**Lumbini**	**Sudurpaschim**
12.2 IPF Learning Workshop.	PCU. Workshop conducted and feedback have been documented. Report available online.[14]		
12.3 Implement IPF schemes in LGs.	Four projects of 2021/22 (two cancelled); 7 new projects awarded in 2022/23 All funds disbursed for all schemes by Jul 2023.	Two new schemes awarded in FY 2022/23; eight schemes from previous year. All funds disbursed for all schemes.	Nine (Last year's and new) projects under implementation.
12.4 monitoring of IPF projects.	Held regularly by PPIU/OCMCM Madhesh personnel		-
12.5 IPF learning / review.	-		Workshop planned for July 7 2023.

Go to Chapter 4 for a dedicated coverage on IPF project implementation.

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[14] "Event Completion Report," available at https://plgsp.gov.np/node/510, as of 15th Aug 2023.

3.4 Outcome 3 Performance—Outputs 13-14

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

3.4.1   Output 13 Progress

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

Table 13: Progress on Output 13: PG representative and Civil Servants Capacity (July 2022 to June 2023)[15]

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to July 2023		
	Madhesh	**Lumbini**	**Sudurpaschim**
13.1 Training on various thematic areas based on demand (Demand based capacity development programme)	One completed; According to demand	Two training events completed on demand.	Conducted GESI focal person training to district offices of agriculture, health and veterinary officials of nine districts, with total 26 participants.
13.1 Training on good governance and knowledge management for PCGG staff	-	"Training on integrity, morality…" One of two planned training events completed; participation of district office heads of provincial ministries, total 72 participants.	-
13.1 Training on motivational and behavioural changes for PG level officials and entities.	-	One training on public finance management for a total of 12 persons including planning officers of provincial ministries and institutions, TA technical team in late June. Lesson: training to staff should not be done in June/July.	-
13.1 Training on Federalism and constitutional provisions, parliamentary process, legislation,	Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel;	-	-

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[15] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to July 2023		
	Madhesh	Lumbini	Sudurpaschim
policies of the provincial government to Member of provincial assembly	and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.		
13.1 Training on Quality Control, public procurement (EGP) and organization management to PG's engineers	Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.	-	-
13.1 Training to district-based staff of PGs on Public procurement and planning aligned with LG/PG	Not done. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.	-	-
13.1 Training on relevant thematic areas to the representatives and staff of provincial level Commissions, Committees (including Dalit Dev. Comm.) Institutions, Authorities etc.	Training to provided to PG staff (on Personal Information System)	-	Conducted three training events for PG officials: a) cabinet proposal writing training to the officers of all Provincial ministries- 36 participants, b) protocol, hospitality and secretariat management training on June 22-23 for senior level PG staff, and c) Three-day ICT training to computer and IT officers of PG ministries and agencies and institutions – total participants 22, June 26-28.

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to July 2023		
	Madhesh	Lumbini	Sudurpaschim
13.1 Training on Procurement for PG staff	-	-	-
13.1 Capacity development training on PAMS for PG entities	-	-	-
13.1 Training on Courtesy and corporate behaviour to support staff of PGs	-	-	A training on hospitality and office management held for the secretariat staff of Provincial Ministers, June 22-23, total 25 participants.
13.1 ToT on Public Service Delivery and good governance	-	-	-
13.1 Conduct capacity building training on communication skills and presentation capacity for the members of the Provincial Assembly	-	-	Not done – initially, there was confusion in provincial assembly itself regarding government change, and secondly budget was also considered insufficient.
13.2 Orientation on GESI responsive budgeting and planning; monitoring and policy making for Provincial Assembly Members	-	-	Conducted GESI focal person training
13.2 Training on hospitality management and dining etiquette provided to PG high level officials	-	Training on hospitality management and dining etiquette provided to 40 PG high level officials[16]	-
13.3 Workshop on Collaborative Leadership and Dialogue (CLD) for	Did not happen. Proposal prepared but could not fix the date.	-	-

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[16] It is not clear if this training is consistent with PLGSP objectives.

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to July 2023		
	Madhesh	**Lumbini**	**Sudurpaschim**
elected representative and senior bureaucrats at PG level			
13.4 Pre-service training to newly appointed PG staff (induction/ service entry training)	Not done. Envisioned for a week-long training for staff recommended from Provincial Public Service Commission. No recommendations / nominations.	Not done. No new recruitments recommended by Provincial PSC, while it was expected by mid-May. Next year, four trainings will be required.	Not done. No new recruitments recommended by Provincial PSC.
13.5 In-service training for Provincial Staff	Three of four completed. Officers and non-officers training, each for 30 working days.	A training conducted for 28 participants of levels 4 &5, mixed service group, for 30 working days.	Conducted Inservice training to the provincial government staff (4/5th assistant level)
13.6 Prepare capacity development plan of PGs (with orientation)	-	Not completed. Concept note and TOR prepared but mobilization did not happen.	CD plan of PGs drafted by task force of provincial secretaries and covers institutional and personal capacities. The draft plan will be shared in a consultation event on Jul 3 to move for subsequent approval.
13.8 Learning /Exposure Visit for PG	-	Preparatory documents ready for the exposure visit; likely to be carried out by mid-July.	-
13.13 Develop curriculum modules for capacity building training for elected representatives and employees on need basis	-	One of four modules prepared (in IT networking). Remaining modules are engineering (2 modules) and Public Procurement (1).	-

Output & Planned Activities, 2022/23	Status of Progress, July 2022 to July 2023		
	Madhesh	**Lumbini**	**Sudurpaschim**
13.16 Prepare Revenue Improvement Action Plan of selected province Ministries	-	RIAP of Forest and Environment Ministry is at the final stage.	-

3.4.2 Output 14 Progress

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

Table 14: Progress on Output 14- LG representative and Civil Servants Capacity[17]

Planned Activities, 2022/23	Status of Progress, July 2022 to June 2023		
	Madhesh	Lumbini	Sudurpaschim
14.1 Training on IEE, EIA to technical staffs of LG	All three completed – conducted in Lahan, Jaleshwar and Rautahat in clusters. Attended by LG engineers and sub-engineers.	-	Two training events on IEE, EIA and BEA in Dhangadhi by covering LG technical section heads of two clusters of districts (one cluster not finished)
14.1 Training on VERSP (vital events registration and social protection) to Officials of Local Government	Not done. Proposal was ready to train Ward Secretary, but did not happen.	-	Two two-day training events on VERSP conducted in parallel in Dipayal, Doti.
14.1 Training on planning, budgeting and result based monitoring.	-	-	-
14.1 Training on the service delivery system to ward committee members of LGs	-	-	-
14.1 Training on Information & Communication Technology to IT officers	-	-	Three three-day ICT "competency based networking development training" conducted at SPPRTA Punna for IT officers of LGs. Total participants 75.
14.1 Training based on findings of LISA and CD plan along with other contemporary demands for representatives and staff of LGs,	Not completed, even though training on LISA and CD Plan was reported by TA team to be on high demand.	-	-

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[17] Cells with the entries of "-" in this as well as other tables mean that no activity was planned for that particular province for this year in reference to the particular activity heading.

Planned Activities, 2022/23	Status of Progress, July 2022 to June 2023		
	Madhesh	Lumbini	Sudurpaschim
14.1 Training on Quality Control, public procurement (EGP) and organization management to LG's engineers	Training on electronic government procurement (EGP) on queue. Will happen.	-	-
14.1 training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for local resource persons	ToT for elected representatives – one planned. But MoFAGA carried out and no further need.	-	-
14.1 training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for newly elected representatives of LGs	Planned 8 districts*4=32. Seven districts (28) events completed. Sarlahi district due.	-	
14.1 Training on demand-base to local level	Two planned. Conditional on demand.	-	Seven training events completed – "positive, motivation and good governance in LGs" – six events; and "judicial committee function training" – one event.
14.1 training on public procurement and financial management for procurement unit members of LGs	Not completed, even though training on public procurement was reported by TA team to be on high demand.	-	Four of six training events on public procurement process conducted – 3 day training into four slots for LG officials. Total participants one each from 72 LGs of 88 total.
14.1 training on building code to newly recruited engineers of LGs	Two of two (planned) completed in clusters.	-	Two of four 5-day training events on building code held at Punna in April, including building permit, retrofitting and related issues, covering engineers and

Planned Activities, 2022/23	Status of Progress, July 2022 to June 2023		
	Madhesh	Lumbini	Sudurpaschim
			sub-engineers of 59 (of the province's 88) LGs.
14.1 training on effective operationalization of Judicial works, planning & monitoring and revenue projection to judicial committee members	Not done. Proposal prepared; preparation was underway, but not completed.	-	-
14.1 training on e-Governance to ITOs of LGs	Not done. Proposal prepared; preparation was underway, but not completed.	-	-
14.1 training on SDG localization for elected representatives and LGs staffs	Not done. Proposal prepared; preparation was underway, but not completed.	-	-
14.1 training on service delivery (Social security, Vital Registration, Planning Process, and citizen engagement) forward secretaries and ward chairperson of LGs	Not done. Proposal prepared; preparation was underway, but not completed.	-	-
14.1 training on public administration and fiscal accountability training to local representatives	-	-	Four of six training events on public procurement process conducted – 3 day training into four slots for LG officials. Total participants one each from 72 LGs of 88 total.
14.1 Training on transformative leadership building to the newly elected/nominated women representatives from a marginalized community	-	Did not happen, due mainly to prolonged absence of the PCGG ED.	-

Planned Activities, 2022/23	Status of Progress, July 2022 to June 2023		
	Madhesh	Lumbini	Sudurpaschim
14.1 Conduct capacity building training on DPR to the engineers/sub engineers of LGs	-	A training on DPR preparation conducted for LG engineers and sub-engineers for three days, with resource person from Infrastructure Authority.	-
14.2 orientation for local level public representatives and staff related to building construction code of conduct, building permit (electronic permit system), and building construction law.	-	Did not happen, due mainly to prolonged absence of the PCGG ED.	-
14.2 orientation on EFLG, Climate Change and DRRM to LGs	-	EFLG orientation did not happen, due mainly to prolonged absence of the PCGG ED.	-
14.2 Organize orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act to newly elected representatives of 88 LGs	-	Four training events conducted for 173 ward chairs on LGOA provisions and ward chairs' roles.	Ward chairperson training on LG operation and LG development – approx. 90% of 720 wards in the province attended the training. Found very effective and useful.
14.3 Workshop on Appreciative Planning and Action (APA) for elected representatives and staffs of LGs to facilitate planning and budgeting on time	Not done. Planned for six LGs, as they were unable to agree on plan and budget for their LGs (leading to government closure). As of June 2023, the situation persists in two LGs in the Province.	-	-
14.3 Organize workshop on Leadership Development for	-	-	One of two is planned for July 9-10 for LG representatives with

Planned Activities, 2022/23	Status of Progress, July 2022 to June 2023		
	Madhesh	**Lumbini**	**Sudurpaschim**
local level elected representatives			background as emancipated Kamaiyas
14.3 Workshop on federal issues in coordination with LG Associations	PCU: Workshop in coordination with NARMIN, has been completed; report drafted		
14.4 Pre-service training to newly recruited LGs staffs.	Two planned, but not done. No recommendation of newly recruited staff not received from Provincial Public Service Commission	Pre-service training not carried out, as new recommendations from P-PSC was not available.	Not done. Recommendation of new recruitment is not available from P-PSC
14.5 Conduct in-service training to LGs staff	One of two planned vents completed. Training provided to 35 pax of level 4 to level 6 staff; completed in June.	One of two in-service training completed. The approval of the content of officer level training is under process.	Three of four Inservice training events conducted for Level 4 and 5 staffs of LG, with a duration for 30 work-days. Total participants 72.
14.6 Prepare CD manuals, curriculum, and training materials through PCGG	Not developed; initial arrangement with NASC, but due to problem with another agreement (from PRTC and NASC), this activity did not move forward.	-	-
14.11 Orientation on environment friendly local governance framework	Not done. Proposal prepared; preparation was underway, but not completed.	-	-
14.14 Support in higher studies programme for staffs working at PLGs/PCGGs	Not done – "staff nomination was not available in time from the MoFAGA"		

4 INNOVATION PARTNERSHIP FUND AND ITS IMPLEMENTATION

PLGSP implemented the Innovation Partnership Fund (IPF) as a special purpose vehicle to a) promote innovation in governance, service delivery and local economic development, and b) encourage collaboration between provincial and local governments and between local governments themselves. IPF implementation was rolled out in the third year of PLGSP (2021/22) – issuing the guideline, providing training to provincial and local government teams, and subsequently awarding 57 IPF schemes through a province-wide competition amongst LGs in Nepal's all seven provinces. In the current FY (2022/23), new schemes were awarded in some provinces (despite no PLGSP allocation beyond the initial 'pilot' year), monitoring from PCU and OCMCM continued, and a national-level learning workshop held.

The IPF implementation involved partnership between PGs and LGs and facilitation and technical backstopping from MoFAGA/PCU. The IPF guidelines, issued in October 2021, identified three types of IPF projects – governance, service delivery and local economic development—and specified their scope or technical focus. According to the Guidelines, innovation was new ways of working or approaches intended to bring transformation in the areas of good governance, service delivery and local economic development." The Guidelines specified a negative list for which funding would be unavailable, such as for infrastructure, vehicles or regular staff salaries. But it allowed limited infrastructure and equipment or systems or technologies where these were integral to the innovation project. It also allowed for innovative infrastructure – when embedded to the project — to be financed from the LGs' cost contribution. Depending upon the financial capacity, LGs' contribution was between 20% to 35% of total cost,[18] while remaining to be financed from PLGSP.

4.1 IPF Schemes in 2022/23

Our PPIU consultations during field visit and phone conversations suggest that a total of 19 new schemes were awarded in FY 2022/23, although no IPF allocation was made after the initial 'pilot' year. Accordingly, PLGSP has a total cumulative of 74 IPF schemes, after cancellation of two schemes (Table 15). Two schemes – one in Chandrapur Municipality and another in Shambhunath, both in Madhesh Province – were cancelled respectively for land ownership and integrity concerns.

Table 15: IPF Projects in Seven Provinces

Province	# IPF Schemes, 2021/22	New IPF# 2022/23	Total # IPF Cumulative	Remarks
1. Koshi	10	-	10	
2. Madhesh	4*	7	11*	Two schemes (FY 21/22) cancelled
3. Bagmati	8	3	11	
4. Gandaki	10	3	13	One likely to be dropped
5. Lumbini	8	2	10	
6. Karnali	12	-	12	
7. Sudurpaschim	5	4	9	
TOTAL	**57**	**19**	**76***	**With 2 cancelled, total 74.**

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[18] However, the launch of the IPF pilot and deadlines for submission of proposals didn't align with GoN budget setting / Red Book timescales, limiting the ability of PLGs to allocate funds.

The general procedure of the implementation of IPF project involved the following main activities:

- Orientation of provincial teams on the IPF guidelines in all provinces in 2021/22, and subsequently in 2022/23.
- Orientation on LG teams by PPIUs on IPF concept as well as its processes and expectations
- Award and fund transfer: Screening of concept notes, short-listing; subsequent screening of full proposals, project award decision; agreement (MoU between PG and LG) and fund transfer
- Monitoring: on-site visits by PPIU officials (especially PPD and PPM), and occasionally from PCU (including NPD and NPM).
- Review and reflection sessions at the provincial and national levels (in 2022/23).

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

In FY 2022/23, timing for award was different than for the previous year. In the rollout of the IPF schemes in 2021/22, the issuance of Guidelines (October 2021) and orientation to provincial teams by PCU (Jan 2022) pushed IPF process into a rush, so that MoUs were signed in the final trimester of the fiscal year. Accordingly, even though the first instalment was disbursed in the previous fiscal year, activity completion was much less. This year, however, new IPF schemes were selected earlier – the latest noted in this TPM was the award of seven projects in Madhesh in March 2023 (Falgun 28, 2079).[19]

It was noted in this TPM that the entry into IPF contract conformed to basic parameters set out in the guidelines – innovativeness of the scheme, cost ceilings, or LG co-financing. Across PLGSP teams, the idea of "innovation" continues to be confusing and contestable – at the minimum, some schemes appear far less innovative than others.[20] Additionally, there was a requirement about setting up monitoring committee; staff allocation as IPF focal person and conformity to government accounting procedures, public procurement laws, and accountability, including proper decision-making in LG executive and assembly as well as internal and external audit. TPM team is convinced that, having been subjected to OAG external audit, compliances will be in place in most, if not all, LG.

At the same time, with the visits to IPF project locations and with on-site observation and consultation with stakeholders the TPM team offers its remarks and recommendations. Table 16 presents key features and progress made on the five IPF projects, visited by the TPM team during the third round. It also provides TPM's observations on compliance to IPF guidelines and institutionalization.

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

LG and IPF Scheme (3rd TPM Visit)	Features & Progress (as of June 2023)	Compliance & Institutionalization
A. Madhesh Province		

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[19] See https://plgsp.gov.np/node/511.

[20] The TPM however does not have the mandate to assess "innovativeness" of any or all IPF schemes.

LG and IPF Scheme (3rd TPM Visit)	Features & Progress (as of June 2023)	Compliance & Institutionalization
1. Balan Bihul Rural Municipality, Saptari: "Digital Balan Bihul"	**Features.** New project (funded in 2079/80); Agreement with OCMCM in March; involves software and hardware installation. Digital connectivity to all 16 schools, six ward offices, six health posts with LG office (one). It will establish digital citizen charter, internet connection, biometry connection. In schools – exam management, payroll, library management and online class, transport management system, SMS management; **In offices** – registration, e-sifaris, planning, digital profile.	Even while the LG seems to have moved forward expeditiously, it is unlikely to complete all activities and installations by the end of FY. Largely in compliance of OCMCM conditions and procurement laws. Consultation with LG team suggests elected leaders are excited of this scheme and promoting it.
2. Barahathawa Municipality, Sarlahi: "Studying and earning campaign programme for Diploma in Agriculture students from poor and marginalized communities through their involvement in agricultural modernization"	**Features.** New project (funded in 2079/80); Combines agriculture education with outreach to farmers; farmer support; farmer training, lab facility installation for municipality-funded school as well as for farmers outreach. Involves soil lab, nursery and seedling distribution, bee farming at private household farms combined with student practical assignment and farmer training **Progress (June 2023):** Lab and other construction actively ongoing and expeditious work from the municipality; actively led by the Mayor Kalpana Katwal.	**Compliance:** Generally in compliance of OCMCM conditions; and procurement laws. **Institutionalisation:** Active leadership of the mayor; significant people engagement (farmers as well as students), and likely to benefit the farmers in the surroundings. Progress likely to be taken up in the coming years.
3. Chandrapur Municipality, Rautahat: Charging Station in Chandrapur Municipality	**Features:** First year project (funded in 2078/79); Establishment and operation of charging station of e-vehicles, e-rickshaws and associated facilities - café, waiting place, boundary wall, CCTV, child playground, aesthetics. **Progress/June 2023:** Contractor was actively working in the site – the construction of the charging facility, raising the land, construction of building. Due was fitting the chargers, finishing the building, and painting work.	**Compliance:** not included in municipal public hearing. **Institutionalisation:** LG as owner-manager. **Additional Observation (June/2023):** The original venue (near the police office) changed to a new location; construction work was ongoing; unlikely to complete all activities and installations by the end of FY.

LG and IPF Scheme (3rd TPM Visit)	Features & Progress (as of June 2023)	Compliance & Institutionalization
	But unlikely to complete all construction and fitting by the end of FY (July 15 2023).	The municipality may have to reconsider the management of the facility – consider leasing out the charging station and its associated services.
B. Sudurpaschim Province		
4. Aalital Rural Municipality, Dadeldhura: Paperless Office Management for Delivery of Government Service Through One Platform In Addition With Economic Growth and Sustainable Development	**Features:** First year project (funded in 2078/79); Mainly geared to develop paperless office management **Progress:** The scheme includes – a) data centre establishment, b) networking in LG office, ward offices and health posts, and c) softwares on personal information system, disabled ID card system, revenue management, grievance handling (Namaste Adhyaksha), planning and monitoring, and e-sifaris and registration; electronic fund transfer. Most procurement and installation of hardware completed. Operationalisation due.	**Compliance:** Most conditions fulfilled; public hearing due. **Remarks:** Two of the activities not required – a) planning and monitoring and b) revenue management, because SUTRA includes revenue aspect and plan and program. **Mainly internally oriented system;** LG chairperson actively taking lead on the scheme. **Unfinished work:** Grievance system; training to users.
5. Parsuram Municipality, Dadeldhura: "Parsuram Digital Municipality"	**Features:** New project (funded in 2079/80) from the remaining OCMCM Sudurpaschim IPF fund; greater municipality share than other schemes. It seeks to make municipal service delivery effective and transparent. Its components include a) ICT lab in municipal office, b) server room, c) CCTV and e-attendance in Municipality and wards, d) solar energy back up for above, e) furniture in ICT lab / meeting hall. It enables livestreamed municipality meeting, data storage, grievance management, registration, and planning. **Progress:** Physical progress >90% completed by June end; but financial progress is less.	**Compliance:** compliance of implementation committee, monitoring team, reporting, contact person fulfilled. Public hearing will be done through livestreaming. **Institutionalisation:** One - year warranty on installations. Needs municipal commitment for maintenance and for addressing further wear and tear, and upgradation of the system over time.

4.2   Remarks on the Award of IPF Schemes in FY 2022/23

It was noted that IPF scheme award was supposed to be limited to the first year (FY 2021/22), and only to be followed up in the subsequent year, provided that sufficient reflections offered a positive recommendation to do so. This point was raised during the TPM debriefing after the submission of the second report. Accordingly, TPM team posed the question to PPIU teams in Madhesh, Lumbini and Sudurpaschim provinces during the third-round (June and early July 2023) visit to learn their explanations for the same. Consultations reveal that a number of factors came to play a role in decision-making, which are summed up below.

The earmarked funds for IPF scheme were disbursed to seven provinces in FY 2021/22 (the first year of IPF implementation) as intergovernmental transfer from the federal government. The budget was entered into the PLMBIS (Province Line Ministry Budget Information System). As most provinces were unable to fully expend the funds in that year, and they believed – partly owing to the vertical division of power between the federal and provincial governments- that the unspent fund was the entitlement of the provinces. In Sudurpaschim province, for example, some 50 million rupees was saved in the first year. Furthermore, the people in PPIU leadership positions viewed IPF as a positive opportunity for deepening the relationship between the provinces and local governments and for incentivizing innovation and performance.[21] Some PPIU leaders were also known to have seen a risk of being personally labelled as underperforming one if they were unable to spend the funds in allocated purposes.

While PPIU teams seem to have known that the unspent funds were not programmatically meant for the second year, there appears to have been some cautious move whether to go forward about awarding new projects or not. All three province PPIU teams consulted in the third round of TPM visit said that they inquired PCU about it, and they "did not receive clear message from PCU on this" and "they did not receive written suggestion from PCU or MoFAGA about what to do". The above factors seem to have led to an unwritten consensus across at least a significant section of actors in favour of proceeding with the award of new projects in FY 2022/23. As a result, some provinces moved early in awarding the IPF schemes, while others followed in due course.

4.3   Further Observations of the Third Round Visit

The following are specific additional observations of the third-round visit of TPM team on the performance of IPF schemes and related matters.

a. PPIUs prioritized to award IPF schemes that would complete in short time.
b. OCMCMs disbursed all funds (that is, second installment) to the LGs for IPF schemes in Madhesh and Lumbini.

c. In the second half of 2022/23, there has been a more expeditious implementation of IPF schemes in LG, especially on the newly awarded projects.

d. However, it was clear that all five IPF projects (visited during June 2023) were unlikely to be fully completed by the end of fiscal year. Even if some installations were completed, their pretesting (if applicable) and deployment will take time.

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[21] Consultations with PPDs in Madhesh and Sudurpaschim provinces in the second round of PPM visit. PPD Sudurpaschim, Mr Pokharel, for instance stated that "IPF schemes constitute the *jadibuti* (herbal cure) of the relationship between the provinces and LGs."

e.   For OPMCMs IPF proves to be a model for establishing concrete collaboration between provincial government and local governments and for healthy competition between LGs for resources.

f.   Some IPF projects are likely to be self-sustaining, while others will struggle to sustain the achievement – especially as systems and infrastructure wear and tear in some years' time. PPIUs should engage with LG leaders to commit resources to build on the achievement.

g.   In the second year (2022/23), political leaders at the LG (Mayors, Deputy Mayors) were found to be more actively involved in the implementation and promotion of the schemes they secured from OCMCM.

4.4   Intermediate/Immediate Outcomes of IPF

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

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

4.5   Recommendations
1.   **Need for further follow-up/monitoring in 2023/24.** OCMCMs in all provinces should continue to monitor the successful completion of IPF schemes in the FY 2023/24 and their subsequent deployment for intended purposes.
2.   Downward accountability in IPF continues to be a need – OCMCMs should encourage public hearing and public audit in IPF.
3.   PCU/MoFAGA should further clarify confusions regarding the idea of innovation. TPM's consultations as well as IPF learning workshop show that PPIU teams are not fully clear about definition of 'innovation' in IPF guidelines.
4.   Ensure the establishment of clear custodianship and management (business model) for the installations or facilities funded from IPF. Some of the IPF projects lack clear institution to carry forward the gains made from IPF implementation.

5. LGs that have ICT-related IPF schemes should include activities and earmark budget every year for timely maintenance and the upgrade of software and hardware as well as other facilities and installations. OPMCMs should facilitate or encourage LGs towards this. Efforts should also be made to avoid duplication and maximise compatibility with other systems

6. Following the review of IPF schemes nationally, any future IPF should ensure sufficient time for full orientation on the purpose, guideline, requirements and implementation, with additional clarity on compliance and 'innovativeness' of proposals and be aligned with GoN 'red book' budgeting timescales.

5 GESI STRATEGY AND ITS IMPLEMENTATION

The third TPM report, as in the previous two, presents additional observations on the PLGSP's its Gender Equality and Social Inclusion (GESI) strategy and its implementation. While GESI is the cross-cutting theme across all three outcomes and 14 outputs of PLGSP, the following three outputs directly address it, in various degrees:

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

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

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

As shown categorically in the sections relating to the above outputs, the activities under three outputs together contributed for strengthening the systems, capacities and accountability of PGs and LGs for GESI sensitive and responsive governance, budgeting and service delivery. At the same time, delivery against planned activities was particularly weak in Madhesh province, indicating the need for securing greater political commitment for GESI at both provincial and local government levels. ASIP 2022/23 activities were tailored to enhance both institutional and individual capacities in PGs and LGs. While GESI-related activities were principally concerned with provincial and local levels, they also took reference to national level frameworks, especially PLGSP Gender Equality and Social Inclusion (GESI) Strategy 2021-23.[22]

This chapter reflects on that performance for 2022-23, as it also draws upon focused consultations with senior officials of provincial Ministry of Social Development and relevant PLGSP experts in Sudurpaschim, Lumbini and Bagmati provinces. While GESI/GRB activities focused on sub-national levels, they drew on the policies and work of federal ministries as well as Nepal's international commitments on gender equality and inclusion.

In PLGSP programming, a good deal of effort focused on sub-national GESI related policies and strategies, GESI audit, GRB, capacity development, focal point system, or code of conduct on sexual harassment. Cumulatively, PLGSP has supported the 533 GESI audits and development of 439 GESI strategies in local and provincial governments taken together.[23] Interviews and consultations with relevant stakeholders revealed that the PLGSP efforts for GESI mainstreaming started from the beginning of the programme intervening for GESI sensitive and responsive institutional operations and GESI mainstreaming in policies, programme and service delivery. PLGSP adopted a two-pronged approach to ensure GESI sensitivity and responsiveness throughout the PLGSP and to contribute to more GESI sensitive and responsive policies, plans, budget, programs, service delivery, working culture and decision-making process of PLGs:

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

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[22] PLGSP. 2021. Gender Equality and Social Inclusion (GESI) Strategy 2021-23. Kathmandu. MoFAGA
[23] It is likely that more progress is achieved by the end of June 2023, but PLGSP database was not updated for some time and the PLGSP website's dashboard data is used here.

Overall, the GESI mainstreaming is progressively achieved policy, programmes, planning, organizational operations, grievance handling and citizen's engagement has been implementing as a cross-cutting theme across PGs and LGs.

However, progress is particularly uneven across the provinces – especially lagging behind in Madhesh province. Consultations reveal that GESI activities faced a challenge in the province level, specifically due to high turnover of staff and politicization of the organizational operations. For instance, GESI/GRB Audit in PG levels were not completed for all provinces, because GESI Audit Guidelines were prepared but were in the process of approval from Cabinet.

PLGSP interventions were found particularly effective in LGs to build the capacity of elected representatives (Mayor, Deputy Mayor, Chair and Vice-Chair) and appointment of GESI Focal Person and support to empowering them to facilitate and influence elected representatives for programme planning, budgeting focused to women, children, senior citizen, disabled and disadvantaged groups. Similarly, Planned GESI Audit in all LGs about 90-100% have been completed in Bagmati, Lumbini and Sudurpaschim.

On the basis of our focused consultation and the progress noted vis-à-vis planned activities of the three outputs (5, 10 and 11), the TPM notes the following as immediate outcomes. Subsequently the TPM provides recommendations in regard to GESI.

5.1 Intermediate/Immediate outcomes

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

- Developed network in LGs through apps to share, record and handle grievances related to GBV and other social issues.
- More widespread adoption of GESI as a prescriptive norm in government policy, programming, budgeting and participation platforms
- Deepening of GESI as agenda among a large group of local elected leaders and civil service personnel and in their institutional and behaviour
- Appointment of GESI focal persons – approximately 400 in LGs and 55 in PG
- Adoption of GESI tools, with the capacity developed amongst a significant number of resource persons and practitioners.
- Gender responsive budget, following the Ministry of Finance Guidelines that were supported by PLGSP for roll out
- GESI friendly development / implementation – including the construction of ramp, disability friendly toilets, breastfeeding space in workplaces, separate toilets for women staff
- Formation of inclusive committees or platforms.

5.2 Recommendations

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

a. Engage provincial leaders for political buy-in and leadership in GESI activities at the provincial level.
b. Support to ensure more effective implementation of action plans from GESI/GRB audit and the of GESI strategies at the local and provincial level.

c. Enhance GESI accountability – gender responsive budgeting, grievance handling on a wide scale, and responding to GESI audit findings.
d. Empowering GESI focal persons so that they can more adequately handle grievances.
e. System of tracking and publicizing the GESI activities – and responses to GESI/GRB audit.
f. Engage GESI focal points in processes of provincial and local government planning, programming and budgeting.

6 PUBLIC FINANCE MANAGEMENT

The TPM team, in addition to focusing on performance on P/ASIP activities, held dedicated consultations on public finance management (PFM) and related matters. In those consultations, measures to strengthen local governance and sub-national public finance management were discussed. The following are the key observations, which build upon and update the observations made in the two previous reports.

1. Local level

1.1 Municipal profile: The respondents consulted during the field visit told the TPM that the local governments have prepared and adopted a municipal profile for five years, but not in all of them. Those who have the profile team prepared the municipal profile in a participatory and consultative manner with all local-level stakeholders. Some profiles, however, need revision and update. Nevertheless, the TPM team found that they use the municipal profile to prepare the periodic plan and sectoral plans of the municipality. The respondents told the TPM team that they need technical and financial support to develop the online municipal profile, which can be updated online on the basis of vital registration such as birth, death, marriage, migration, building construction and so on. The municipalities seek financial and technical support from PLGSP for developing and updating a new municipal profile. They also allotted some money for updating the municipal profile.

1.2 Periodic plan: The planning officers consulted during the field-level consultation told the TPM team that they had developed the municipal periodic plan with technical and financial support from the PLGSP. They formulated the periodic plan in consultation with the relevant stakeholders. The (rural) municipalities used the periodic plan to prepare the local government's annual budget. However, in some cases, the periodic plans periods have already expired, so they want to develop the second periodic plan in the current fiscal year, and they want financial and technical support. The TPM team selected 21 LGs and found that most of LGs have been using the plan documents look more like strategic visioning documents than periodic plan documents. They need to develop a periodic plan according to the guidelines issued by the National Planning Commission with standard.

1.3 SDG localization: The stakeholders told the TPM team that some local government leaders and civil servants have participated in the orientation programmes on the development and localization of sustainable development indicators at the local level organized by PLGSP. Some in Koshi province, also participated in the programme organized by SDC. Some of the Mayors and Deputy Mayors participating in those events told the team that they were mindful that they needed to incorporate SDG in the annual programme and budget. Still, they could not consider SDG localization in the budget-making process. Still, they will localize in the coming fiscal years.

1.4 MTEF: The stakeholders consulted during the field visit told the TPM team that they participated in MTEF development training and capacity-building training provided by PLGSP. However, LG stakeholders said they found the training valuable and informative. They said that due to the limited time to pass the annual program and budget because the elected representative came to office just before the deadline to pass the budget, they could not consider the MTEF in the last fiscal year's budget seriously. They prepare for the sake of fulfilling the compliance. Still, they want to prepare proper MTEF in the next fiscal year. They also said they would make the MTEF consultative and participatory by involving all stakeholders, such as civil society, media and local academia. The municipal staff and the elected representatives told the TPM they need intensive training to develop MTEF while making the annual

policy, program and budget. The municipal account officers and internal auditors said that they developed the MTEF to comply with the MOFAGA directives. Still, they need intensive training on the MTEF preparation to apply MTEF according to their needs.

1.5 DSF: During the field visit, the stakeholders consulted told the TPM team that they have not participated in any training to develop the Debt Sustainability Framework (DSF) of the Local Government provided by PLGSP. The TPM team also found that they have not developed the DSF, and they also have not developed the financial service account according to a circular issued by FCGO for governments' transactions[24]. However, they express the need for the DSF to apply for a loan from the Town Development Fund.

1.6 SuTRA and PAMS Rollout: The stakeholders consulted told the TPM that SuTRA was fully rolled out in the fiscal year 2074/75. They physically participated in the SuTRA rollout training before the Covid-19 pandemic and virtually after the pandemic. They told the TPM team that training was instrumental and resource persons were very professional and resourceful from FCGO. They also found that the trainers used effective training methods and were comprehensive and easily understandable. The online resources, tutorials, and youtube videos were also helpful—the account officers said that SuTRA is a handy tool for maintaining budget discipline in many ways.

The account officers consulted during the third-party monitoring told the TPM that SuTRA also helps to avoid political pressure from the elected representatives. The account officer informed the TPM team that they also adopted the EFT system, and more than 85% of LGs were found transferred electronically. Similarly, they have been implementing the PAMS, and all the assets are now maintained on the PAMS.

1.7 FRRAP: The stakeholders consulted at the LG told the TPM team that they took part in the orientation and assessment programmes of FRRAP. They have also informed the team that some of them developed a draft of the FRRAP. In some municipalities, the Mayors told the TPM team that their municipal executive endorsed the draft, and they plan to propose for endorsement by the municipal council in its upcoming session. The orientation programmes were helpful, and the training was beneficial for them. They also told the team that they would effectively implement the FRRAP in the days to come.

1.8 RIAP: During the stakeholder consultation, the respondents told the TPM they participated in training and orientation programs for RIAP. While they were unable to recall the exact training date, they said that they found resource persons were competent, and deliberations were very insightful on how to expand the municipality's revenue base. Many LGs have already prepared the RIAP (see output 8). The TPM team was told that there are many political risks of the RIAP, so the elected representatives want to avoid taking risks. The municipal stakeholders told the TPM team that the taxes jurisdiction of LG is less elastic and **bouncy** to economic growth as compared to the income tax or the VAT. Therefore, they suggested that there is less likelihood of revenue improvement in significant amounts.

1.9 GRB: During the stakeholder's consultation, the respondents told the TPM team that they had sent participants to the orientation program on Gender Responsive Budgeting (GRB) for LGs. The participants sent were the women's development officers or GESI FPs of the municipality or rural municipality. The FPs, however, told the TPM team they were not consulted for gender-responsive budget-making during

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[24]https://www.nrb.org.np/contents/uploads/2020/06/Circular-8-Attachment-%A4%A8.pdf?fbclid=IwAR2W
Q6Bu3IYR4Cdr22rKf5T6tBtfkUnZcjNskaGnf4qh2SVpWXyLnlfiZJM

budget preparation at the local level. Therefore the TPM team could not ascertain the effectiveness of the training and quality of the resource persons. The Mayors and Deputy Mayors or the chairperson and vice-chairperson told the TPM that they participated in the GRB orientation and felt this training was helpful for them. They also affirmed their commitment to the GRB practice; however, they struggle with the expertise and human resources shortages in their (rural) municipalities.

1.10 Internal Control System: LG stakeholders told the TPM team that some of them already developed the internal control system, where such system does not formally exist, they nevertheless adopt ICS as generally required under existing laws and systems. Some of the LGs prepared guidelines for the internal control system, while others are in the process of preparation or endorsement.

The newly elected LG leaders told the TPM team that they would approve and implement the internal control system in the next six months. However, the internal auditors think elected representatives are deliberately biding time because they don't want to maintain a budget and financial discipline, which constrain their manoeuvrability. The internal auditors told the TPM team that they participated in the orientation and coaching program and found the program was helpful and resource persons were competent.

1.11 PAC at LGs: The stakeholders consulted told the TPM team that they make a public account committee at the municipal and rural municipal levels. Very few of the LGs passed the operating procedure and held meetings of PAC to discuss the internal audit and external audits report. However, most LGs have no operating procedure for the PAC, and due to lack of procedure, these PACs are not functional.

2. Provincial level

2.1 SDG localization: The provincial stakeholders told the TPM team that they prepared the SDG localization report with the support of PLGSP. Some of the PGs are in the process of developing the provincial SDG localization report. When the provincial planning commission was vacant, the TPM visited, and civil servants at the Provincial Planning and Niti Commission could not provide factual information about the actual provincial SDG localization status in Madhesh province, for example.

The officials consulted told the TPM team that they want to use the SDG localization report for periodic plan and annual plan and budget. However, they admitted that they have not used provincial SDG in the periodic and annual plan and their implementation process.

2.2 MTEF: The provincial stakeholders consulted during the field visit told the TPM team that the province had developed its MTEF with financial and technical support from Economic Policy Incubator (EPI), PLGSP, SDC and other organizations in the different provinces. The stakeholders told the TPM team that they have been using the MTEF during the annual policy programme and budget formulation.

2.3 FRRAP: The respondents at the PG told the TPM team that they took part in the orientation and assessment programs of provincial FRRAP. They also informed that they developed a draft of the FRRAP. The PTCO told the TPM team that the provincial council of ministers endorsed the draft, and they plan to propose for endorsement by the provincial assembly in its current session. The orientation program was helpful, and the training was beneficial for them. They also told the team that they would effectively implement the FRRAP.

2.4 Internal Control System

The provinces have formulated and endorsed the internal control system guidelines. Provincial Financial Accountability Act and Regulation are in the process of drafting in the provinces. For the time being, the provinces have been using the federal Financial Procedures and Fiscal Accountability Act, 2019, and Financial Procedures and Fiscal Accountability Rule, 2019 as the guiding documents. The PTCOs told the TPM team that the internal control system is still weak in all seven Provinces. However, the system has developed, and the internal control system has been improving year by year in a gradual manner.

2.5 Irregularities

The provincial treasury comptroller told the TPM team that irregularities were high in the province few years ago. For example, In the fiscal year 2018, irregularities were 23.70 % in Madesh province, and the province made significant progress in dropping it to 7.09 % in 2020 and 2021, which was 5.64%. In the 2023 OAG report, it further dropped to 2.5%. Several factors are responsible for the high amount of irregularity in the province.

Box 3: Irregularities in Provinces

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

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

3. Issues

3.1 Budget planning forecasting: Municipal representatives suggest that they could not fulfil all the steps and processes of budget planning and forecasting. The PFM stakeholders at the LG level said that these steps were not fulfilled in the "normal years" (ie, years without election) as well. The elected representatives' behaviours reflect severe issue for the effective and responsible PFM. The Auditor General's Office Audit Reports of 21 (rural) municipalities suggested that they did not follow budget forecasting and planning, budget formulation and budget endorsement process as per the standard. All the audit reports of the OAG categorically pointed out that these standards should be followed. Similarly, the TPM team reviewed all the 7 provincial external audit reports, 2023 of OAG and found that the budget planning forecasting, budget formulation, and budget endorsement step were also not correctly followed.

3.2 Irregularities: The account officers and the internal auditors in the LGs suggested that the high volume of irregularities is the main issue of municipal public financial management. The Internal auditor in one LG told the TPM team that the municipality's OGA tour office for external auditing is responsible for the irregularity's clarification. However, the tour office used to perform external audits but not irregularities clarification, so the municipal irregularities amount has been heaping up. The internal auditor also pointed

out that elected representatives and the Chief Administrative Officer need to be more serious about the opinion given by the internal auditor.

3.3 High Virement: The account officer and internal auditor told the TPM team that the next serious problem for the efficient and effective PFM at the municipality is the high amount of virement. The LGOA set the maximum amount as 25 per cent, which can be transferred to development. Another problem is that there needs to be a municipal procedure for virement. In most LG consultations, virement is reported to be less – generally below 5% of the budget, and that is carried out through municipal assembly in January. The TPM team also found much virement in the provincial governments.

3.4 PAC of LG: Public Account Committee was formed based on provincial law. There is a mixed reaction among the LGs about the PAC at the LGs. One Opinion is that provincial and local government entities are the same as before the constitution, so the LGs are not accountable for provincial law and only for federal regulation. Therefore, PAC in local government is an issue to be resolved.

3.5 Internal Control System: The stakeholders consulted during the field visit suggested that PGs and LGs still lack the internal audit system per the Financial Procedure and Financial Accountability Act, 2076, Financial Procedure and Financial Accountability Rule, 2077, Nepal Public Sector Accounting Standard, Audit Act, 2077. The PGs and LGs lack trained and skilled internal auditors; in many LGs they donot exist or recently transferred or are under the process of recruitment. The PGs and LGs now ask the FCGO and its district-level offices to supply internal auditors. Besides, the stakeholders suggested that internal auditors are not independent in the LGs, and the internal auditors are also assigned to other works apart from the internal auditing.

3.6 External Audit: The TPM team consulted the deputy auditor general responsible for the Madesh and Sudurpaschim Province at the OAG for external scrutiny and auditing. OAG officials suggested they have given training to the PGs and LGs for drafting the guidelines for audit and internal control systems. They also indicated that PGs and LGs auditing basically focused on compliance auditing. Until the fiscal year 2021/2022, there was a lack of record-keeping of the irregularities of the LGs and PGs. They have initiated the National Audit Management System (NAMS), which now records the irregularities of the PGs and LGs. They also said that the provincial and local level OAG audit reports pointed out the actual situation of PFM at the provincial and local levels.

3.7 Annual Financial Statement Standard: The OAG's external audit report for 2023 of all 7 PGs and 21 LGs suggested that PGs and LGs are not preparing the annual financial statement according to Nepal Public Sector Accounting Standard 2072. Generally speaking, PGs and LGs are not preparing the yearly financial statement per the OAG form number 271 and 272, respectively (Ma. Le. Pa Pharam number 271 and 272). These audit reports suggested that these financial statements should be according to Nepal Public Sector Accounting Standard 2072. This is a critical issue that needs to be addressed.

7 PERFORMANCE, QUALITY ASSURANCE AND MANAGEMENT AND RISKS

The following sections present the TPM's observations from the third round of consultation at federal, provincial and local government visits. Some of these observations were noted in one or both of TPM's previous reports, while some are new for this third report.

7.1 Performance on ASIP/PASIPs – Some Issues

We present below our observations on province-wise variation in performance, especially highlighting the bottlenecks to performance experienced by implementation units. For instance, there are three main reasons for training underperformance in Madhesh (especially for output 11 activities). Madhesh PRTC does not have hostel and other facilities for trainees, as the planned construction could not move forward. This lack of residence o residence and associated facilities was reported by the PRTC staff as one of the key bottlenecks for hosting training or other events. They expressed that they find it very challenging to host training events in hotel, as they hesitate to steadfastly process the procurement, owing to accountability associated with procurement. They need to take advance funds for the training, but the clearance of advance funds is very challenging for PRTC staff. Admin staff stated that they have problems in PLGSP budget – such as in cost estimation, or mismatch of actual program and expenditure heading, and lack of sufficient human resource.

In Sudurpaschim PCGG, some activities especially of Outputs 8 were not carried out this year, because the fund earmarked for this year was used to service the liability for pending payments of the completed activities of last FY. Due to this, LGs in Sudurpaschim developed no or very few RIAP, Periodic Plan, or CD plan.

The key bottlenecks in Lumbini is the deployment of the Executive Director in PCGG Nepalgunj. Their work has almost stopped from Feb/March 2023. The former ED was transferred, and new ED joined in mid-April but was busy in the OCMCM business, more entangled due to change of government in the province. The change in government also complicated the work of the ED. Recently (from mid-June 2023), some work is being pursued but too late for the year-end rush for most of the participants of CD activities. Lumbini had a comparatively greater performance in the previous year but this year it has been weaker. PPIU TA team suggest that it is due to rapid turnover in the province leadership – three PPDs and three PPMs in a relatively short interval of time. Accordingly, progress was hampered in both PPIU and PCGG in Lumbini.

In PCU, the reason for not completing all planned activities were noted as the following:

- Some activities have been completed, but with the funds from provincial government or other sources, without requiring the PLGSP resource.
- Some activities were taken care by other ministries or agencies other than MoFAGA, e.g. by NNRFC or others; so PLGSP activities were dropped.
- Some activities were deemed "not necessary" for this year.

The above have been indicated in relevant line items in the report.

Significant underperformance appears to be around the strengthening of provincial training centres – Acts have not been promulgated in some provinces to secure the autonomous existence and operation; and significantly, the construction of hostel and key buildings was not accomplished despite budget

commitments. In some, it was a legal confusion on land title (Bagmati) while in most cases it was lack of initiative and custodianship to move forward the process – preparation of the detailed project report (DPR) and construction management with due procurement process. These represent missed opportunities from the past few years.

Another bottleneck is the capacity and initiative of PCGG EDs to work with the administrative staff to fully understand and efficiently execute operations in the government system (e.g. public procurement) and uphold full compliance to government standards and procedures.

The TPM notes that not all TA team leaders in the provinces are equally competent in effectively engaging provincial government officials in PASIP activity implementation. TA team leaders' competencies and communication capacities in engaging with senior government officials – both in PPIU and PCGGs – was another important factor shaping the performance against A/PASIPs. There tends to be systematic pattern of the level of performance across provinces – and TA team's initiative and competence can partly explain this.

7.2   Quality Control and Management Issues

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

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

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

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

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

Additionally, there could be some staffing mismatch between placements in PPIU and PCGG for TA staff. For instance, some consultations indicated that the monitoring experts, which are placed in PPIUs, are better fitted to the PCGG placement. Efforts to ensure greater teamwork and coordination between TA teams for their mandated tasks.

7.3   Assessment of Risk Matrix

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

Table 17. Remarks on the Risk Matrix (2022-23)[25]

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
1	Local elections next year may affect the programme implementation adversely	High	Medium	Reschedule the implementation plan to avoid organizing events, and activities during election time at the local level	Not a relevant risk for FY 2022/23; elections already completed in FY 2021/22, with polling date on 18th May 2022.
2	COVID-19 pandemic continues prevailing into next fiscal year	High	High	Adjust the working modality in line with the government guidelines. Adopt innovative measures (e.g. online and virtual) to implement the activities as far as possible	COVID restrictions are fully lifted by FY 2022/23; Not currently relevant
3	Local Governments will not be getting additional HR at work due to measures imposed by Federal and Provincial Governments	High	Medium	Broaden capacity development strategy for local governments and use additional experts, volunteers, interns as technical hands/resource persons to help PLGs	Deployment of staff to LGs continues to be a challenge, the problem not same across LGs, however.
4	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.	Four provinces are yet to promulgate the Act for PCGGs; continues to be a risk.
5	Weak coordination between the PPIUs and PCGGs	Medium	Low	Establish Coordination Mechanisms under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members. Ensure that regular coordination meetings	Critical mainly for quality assurance of products (periodic plan, CD plan, RIAP etc)

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[25] First five columns are drawn from PLGSP Annual Strategic Implementation Plan (Narrative) (July 2022), Table 3, p.244-46. An updated risk matrix, addressing many of the comments above has been developed for 2023-24.

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
				take place to harmonize efforts and optimize results.	
6	Weak financial management in provincial and local governments	Medium to High	Medium to High	Strengthen PFM system at all levels. Increased awareness of the importance of robust PFM amongst leadership at sub-national levels. Link capacity development activities with findings of LISA assessment. Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)	Support from PLGSP on this is substantial; yet further work will be needed.
7	Programme activities cannot be sustained when the programme ends	Medium	High	Institutionalize cost sharing mode of capacity building in provincial and local governments. Develop and institutionalize PCGGs as centres of excellence at provincial levels in a self-sustained way	Cost sharing is in-built into IPF schemes and in some other activities. However many IPF schemes are unlikely to materially complete by 15th July 2023; and some need further institutionalisation support. More effort is required to strengthen PCGGs
8	Weak voice of local governments (lack of the recognition of Local Government Associations - LGAs)	Low	Low to medium	Recognize the LGAs as forums for local governments for collective consultations and representation at provincial and federal levels	Some interactions held, but further support on the collective voice and representation of LGs will be required.
9	Non-JFA DPs and INGOs working in governance reform and capacity building	Low	Low to medium	Better coordination with non-JFA DPs and INGOs through a regular dialogue and coordination process.	Some interactions and exchanges were noted; however, it is not clear if they come under

SN	Risks	Probability	Impact	Mitigation Measures	TPM ASSESSMENT REMARKS
	reluctant to align within the PLGSP framework			Flexible Programme approach to allow non-JFA DPs to operate within the PLGSP framework	"umbrella" framework of PLGSP.

Source: First five columns are drawn from PLGSP Annual Strategic Implementation Plan (Narrative) (July 2022), Table 3, p.244-46. An updated risk matrix, addressing many of the comments above has been developed for 2023-24.

8 CONCLUSION AND RECOMMENDATIONS

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

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

This third report of the third party monitoring presented the performance of the programme during 2022/23 against all planned activities. The TPM had the objective to "carry out an independent third-party monitoring of the Programme, and to validate and assure the quality and results of the outputs and activities delivered, provide feedback and recommendations for improvement of the quality and performance." The first TPM report covered the progress in FY 2021/22; the second report covered ongoing progress of FY 2022/23 until March 2023. The third and final report updated TPM findings and observations, by including the remaining period of the programme and offering a broader, close-to year-end, reflection.

This third report is based on the review of PLGSP documents, monitoring data, as well as group and individual discussions with stakeholders at the federal, provincial and local levels. The field visits and consultations were carried out in three provinces –Madhesh, Lumbini and Sudurpaschim – and IPF and LG visits were made to five LG jurisdictions, covering five IPF projects. In total, there were 36 consultation events, with a total of 72 officials and individuals, consisting of 56 male and 16 female participants. The performance data on which this TPM report is based was being updated at the time of our monitoring and consultations were held toward the end of FY (late June/early July 2023). Hence this report does not fully cover the FY 2022/23, which ends on July 16. Accordingly, the data presented, and views expressed here should be read as part of ongoing verification.

Main concluding observations of the TPM are presented at the executive summary and the summary of performance presented at the beginning of chapter 3 in tabular form. Below are the recommendations that emerged out of the TPM of programme implementation in 2022/23.

RECOMMENDATIONS

1. **Strengthen PCGG**

   - Redouble efforts for PCGG Act promulgation in remaining provinces and developing the physical infrastructure.

   - Arrange or depute leadership and administrative staff for PCGGs in a timely manner

   - Encourage sense of mission, responsibility and accountability on PCGG leadership for strengthening federalism

2. Adopt more effective project/development planning and implementation, including thorough consultation with provincial leaders and nurturing timely and rigorous planning and procurement, and more effective mobilization and oversight over service providers. This requires greater ownership and leadership from PPIU and PCGG leaders.

3. Adopt more creative planning and engagement on inter-governmental collaboration, coordination and cooperation including through dialogues and joint project planning/implementation.

4. Enrich quality assurance of products by engaging a reference group of experts – including senior MoFAGA/OCMCM officials, TA specialists and external researchers (and activists) – encouraging a healthy debate and contestation and allowing creativity.

5. **Specific PFM Recommendations**

   - Support further adoption and actual implementation of internal control system in local governments.
   - Ensure internal audit in LGs, by encouraging the recruitment of staff or by deputation of staff.
   - Promote proper standards in budgeting, forecasting and financial accountability in LGs
   - Promote to discuss the internal audit report and audit report of OAG in the public account committee of the local government.
   - Support account officers and planning officers and Mayors/Chairperson and Deputy Mayor/Vice Chairperson of LGs for preparation of MTEF

6. **Specific Recommendations on Gender Equality and Social Inclusion**

   a. Ensure more effective implementation of action plans from GESI/GRB audit and the of GESI strategies at the local and provincial level.
   b. Enhance GESI accountability – gender responsive budgeting, grievance handling on a wide scale, and responding to GESI audit findings.
   c. Empowering GESI focal persons so that they can more adequately handle grievances.
   d. System of tracking and publicizing the GESI activities – and responses to GESI/GRB audit.

e. Engage GESI focal points in processes of provincial and local government planning, programming and budgeting.

7. **Specific Recommendations on Innovation Partnership Fund**

   a. **Need for further follow-up/monitoring in 2023/24.** OCMCMs in all provinces should continue to monitor the successful completion of IPF schemes in the FY 2023/24 and their subsequent deployment for intended purposes.
   b. Conduct a thorough review of IPF implementation and its learning.
   c. Downward accountability in IPF continues to be a need – OCMCMs should encourage public hearing and public audit in IPF.
   d. PCU/MoFAGA should further clarify confusions regarding the idea of innovation. TPM's consultations as well as IPF learning workshop show that PPIU teams are not fully clear about definition of 'innovation' in IPF guidelines.
   e. Ensure the establishment of clear custodianship and management (business model) for the installations or facilities funded from IPF. Some of the IPF projects lack clear institution to carry forward the gains made from IPF implementation.
   f. LGs that have ICT-related IPF schemes should include activities and earmark budget every year for timely maintenance and the upgrade of software and hardware as well as other facilities and installations. OPMCMs should facilitate or encourage LGs towards this.

8. Improve and innovate "horizontal" and "vertical" accountability programming – Output 5, output 9 and output 11.

9. Documentation of PLGSP learning (more reflective learning) on the strengthening of federalism and its techno-administrative arrangement and good practices

10. Enrich quality assurance of products by engaging a reference group of experts – including senior MoFAGA/OCMCM officials, TA specialists and external researchers (and activists) – encouraging a healthy debate and contestation and allowing creativity

11. **Engage with wider set of federalism actors and civil society, including LG associations,** in PLGSP planning process, acknowledging a shift from "government" to "governance".

12. Adopt more creative planning and engagement on inter-governmental collaboration, coordination and cooperation including through dialogues and joint project planning/implementation.

13. Enhanced mobilization of TA expertise and capacity at PCU, PPIUs and PCGGs

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

9 ANNEXES

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

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

Ministry of Federal Affairs and General Administration (MoFAGA)
Provincial and Local Governance Support Programme (PLGSP)
Terms of Reference (ToR)
For
Third Party Monitoring of Provincial and Local Governance Support Programme (PLGSP)

1. **Background Information**

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

The Provincial and Local Governance Support Programme (PLGSP) is a national flagship programme of the Government of Nepal (GoN) aimed at building institutional, organizational and individual capacity at all levels of government, with particular focus on the provincial and local levels. The ultimate goal of the Programme is to attain functional, sustainable, inclusive, and accountable provincial and local governance. The Programme aims to contribute to the delivery of quality services at provincial and local levels, promote local development, and enhance economic prosperity. The Programme intends to achieve the overarching goal through the three outcome areas, namely:

   IV. Outcome 1: Government institutions and inter-governmental mechanisms at all levels are fully functioning in support of the federal governance as per the Constitution.
   V. Outcome 2: Provincial and local governments have efficient, effective, inclusive, and accountable institutions.
   VI. Outcome3: Elected representatives and civil servants at provincial and local government levels have the capacity and serve citizens to their satisfaction.

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

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

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

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

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

2. Rationale

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

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

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

3. Scope and Objectives of the Assignment

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

ix) To verify the progress against the milestones of Provincial Annual Strategic Implementation Plan (P/ASIP) 2021/22 of the selected provinces (three provinces in reporting time).

x) To assess quality of the overall process followed and outputs delivered such as Capacity Development Plan, Revenue Improvement Action Plan, Periodic Plan and the completed training events such as in-service training, service entry training and others by the programme.

xi) Measure the changes realized by the intended beneficiaries against some of the outcome level indicators of the programme.

xii) To examine the IPF implementation process and assess the compliance with IPF implementation guidelines including implementation plan, fiduciary risk mitigation (including 'spot checks'), communication and monitoring plan.

xiii) To review and validate the status of Programme according to the Result Framework matrix on the basis of the Annual Progress Report 2020/21 and subsequent APRs and financial delivery individually by the federal, provincial and local governments (representative samples), Programme & provincial P/ASIPs 2021/22 and 22/23, and to assess whether activities are being carried out as they have been reported, and in accordance with implementation guidelines.

xiv) To monitor how far the programme is using gender equalty and social inclusion targeted funding in promoting gender equality and social inclusion and how it is being followed up. Specific attention will be given to assess the milestones given in the Gender Equality and Social Inclusion (GESI) strategy of PLGSP.

xv) Assessment of the key risks and challenges in the programme, analysis of the risk matrix.

xvi) To document good practices and lessons learned, and recommend continued improvements.

4. Key Deliverables

The key deliverables of the assignment are as follows :

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

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

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

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

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

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

5. Methodology

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

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

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

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

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

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

6. Scope of the Assignment

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

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

ii)   Review data on the progress of the programme and verify the data by reviewing the relevant reports and records at different levels.

iii)   Engage relevant stakeholders and assess the partnership approach followed by the PLGSP with other governance programmes for better synergies, with a focus at provincial and local levels;

iv)   Assess programme initiatives towards mainstreaming GESI in the Programme and budgets of the provincial and local governments.

v)   Undertake effective, ongoing, unannounced 'spot checks' of a representative sample of IPF projects to ensure full compliance with the Guideline, Implementation Plan and Fiduciary Risk mitigation measures

vi)   More specifically, the consulting firms are required to use, but not be limited to, the following questions to seek response on quality of process and product during field visits;

    a. How interactive and participatory was the P/ASIP 2021/22 and 2022/23 preparation processes followed by PLGSP?

    b. Were the laws, guidelines, regulations, systems (in the P/ASIP 2021/22) drafting process followed by federal and provincial government consultative? If not, why?

    c. Has the federal level institutions developed tools and systems to support Provincial and Local Governments (as LISA, FRAF, SuTRA and others)? Were they developed in a consultative process? If not, why?

    d. Did Inter-Provincial Coordination Council meetings take place and were minutes disseminated? If not, why? Were the Provincial Coordination Council meetings organized and minutes disseminated, if not why?

    e. Have the local governments prepared Periodic Development Plan (PDP), Capacity Development Plan (CDP), Revenue Improvement Action Plan (RIAP) etc.? If yes, how were the processes managed and what were the challenges encountered? If not, why?

    f. Were GESI focal points nominated, GESI oversight committee established at PLGs, GESI strategies developed, GESI audits conducted by provinces and if so, how? If not, why?

    g. How effective and relevant is the IT support provided through PLGSP to the provincial and local governments? Were the IT systems of LGs strengthened? Were the IT systems of seven provincial governments strengthened? Is so, how were the process managed? If not, why?

7.   Geographical Coverage and Travel Requirement

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

8.   Duration of the Study

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

9. Required Qualification Experience of Human Resource

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

9.1 Required Experience of the Organization

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

9.2 Required Qualification and Experiences of the Proposed Human Resources

1. Team Leader – Monitoring and Quality Assurance

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

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

2. Local Governance Expert

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

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

3. Team Member-Gender Equality and Social Inclusion Expert

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

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

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

Chartered Accountant as PFM and Financial Monitoring Specialist will be the member. Role of this member is to assess the PFM related issues, fiduciary risks, and the progress on PFM and IPF related matters more closely at the local and provincial level. The PFM Specialist will contribute significantly to the productions of the final report in cooperation and under the guidance of the Team Leader. Qualification and Experience: University Degree in Accountancy or Chartered Accountant status or similar; at least five years' experience in PFM, accounting and/or audit of public sector; excellent analytical and English report writing skills, excellent skills in presentation and ability to meet tight deadlines.

10. Monitoring and Reporting

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

11. Review Committee

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

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

Annex I: Indicative Time Schedule

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

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

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

Annex 2: Consultation Agenda and Checklists

This Annex contains the following:

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

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

Stakeholders	Consultation Agenda
A. GoN Officials	

1. MOFAGA & NSC (MoFAGA; Some Members of National Steering committee)	• PLGSP overall progress, achievements,
	 • Any particular issues in 2021/22 regarding progress and achievements
	 • Main concerns on quality or process
	 • "Aha" of the programme of this year
	 • Suggestion on good practices, "best practices" in the programme
	 • Process and achievement and issues in capacity development
	 • Process and achievement and issues in IPF
	 • Loopholes, bottlenecks,
	 • capacity issues
	 • Implementation risks observed in 2021/22 and risks for the next year
	 • Challenges, Lessons
	 • **Overall Operation and management**
	     • strengths
	     • weaknesses
	     • Improvement options
	 • Any major concerns on the governance and management of the programme Areas/actions for improvement for next year

2. MoF (FCGO)	• PFM budget formulation • Budget execution • Accounting, internal audit and reporting
3. Auditor General (AG)	• Audit and scrutiny of PGs and LGs
B. Development Partners	
FCDO, Norway Gov; SDC, EU, UNDP (All DP representatives, in group or individually)	• PLGSP overall progress, achievements, • Any particular issues in 2021/22 regarding progress and achievements • Main concerns on quality or process • "Aha" of the programme of this year • Suggestion on good practices, "best practices" in the programme • Process and achievement and issues in capacity development • Process and achievement and issues in IPF • Loopholes, bottlenecks, • Implementation risks observed in 2021/22 and risks for the next year • Capacity issues • Challenges, Lessons

Stakeholders	Consultation Agenda
	- Any major concerns on the governance and management of the programme **Overall Operation and management** - strengths - weaknesses - Improvement options - Areas/actions for improvement for next year
C. Technical Assistance Partner	
UNDP UNDP Team (Senior management, including advisors, portfolio managers, M&E)	- PLGSP overall progress, achievements, - Any particular issues in 2021/22 regarding progress and achievements - Main concerns on quality or process "Aha" of the programme of this year - Suggestion on good practices, "best practices" in the programme - Process and achievement and issues in capacity development - Process and achievement and issues in IPF - Loopholes, bottlenecks, - Implementation risks observed in 2021/22 and risks for the next year - Capacity issues - Challenges, Lessons - Any major concerns on the governance and management of the programme **Overall Operation and management** - strengths - weaknesses - Improvement options - Areas/actions for improvement for next year
D. Programme Team	
1. PLGSP senior management Team- group or individual (NPD, NPM)	- PLGSP overall progress, achievements, - Any particular issues in 2021/22 regarding progress and achievements - Main concerns on quality or process "Aha" of the programme of this year - What are good practices, "best practices" in the programme and its details - Process and achievement and issues in capacity development - Process and achievement and issues in IPF - Implementation risks observed in 2021/22 and risks for the next year - Loopholes, bottlenecks, - capacity issues - Challenges, Lessons - Any major concerns on the governance and management of the programme **Overall Operation and management** - strengths - weaknesses - Improvement options - Areas/actions for improvement for next year
2. PLGSP Experts -group or individual (GESI, PFM, IT specialists + others) AND	- Briefing on nature of outputs by theme; service providers; process. - Thematic ASIP/PASIP progress, achievements, output/activity status (dropped; postponed; etc., reasons)

Stakeholders	Consultation Agenda
administration team (HR, admin)	- What are good practices in the programme and its details - Progress on GESI mainstreaming in the institutional operations and in programmes of PG and LGs - Review of model laws-its use and review of policies/laws on LG so far. - Reflection-Local Government Institutional Capacity Self-assessment - Main concerns on quality or process of particular activities/outputs - Implementation risks observed in 2021/22 and risks for the next year - Loopholes, bottlenecks, capacity issues - Challenges, Lessons **Overall Operation and management** - strengths - weaknesses - Improvement options - Areas/actions for improvement for next year
3. PLGSP monitoring team (M&C specialist and M&R experts)	- ASIP/PASIP progress, achievements, output/activity status (dropped; postponed; etc., reasons) - What are good practices, "best practices" in the programme and its details - Main concerns on quality or process of particular activities/outputs - Implementation risks observed in 2021/22 and risks for the next year - Loopholes, bottlenecks, - Capacity issues - Challenges, Lessons **Overall Operation and management** - strengths - weaknesses - Improvement options - Areas/actions for improvement for next year **Outcome monitoring** - Outcome 2 "PLGs have efficient, effective, inclusive and accountable institutions"- from activities/outputs related to the use/adoption of - LISA, - SuTRA, - GESI audit by PG, and LG - IPF operationalization (for innovation and inter-governmental collaboration). - Outcome 3 "Elected representatives and civil servants at PLGs are capacitated to serve citizens to their satisfaction" – from outputs/activities related to - PGs CD plan and staff capacity. - LG elected officials and staff capacity. - Behavioral and attitudinal change of training (including GESI, GRB) participants
E. Other Kathmandu based stakeholders	
Other Kathmandu based stakeholders (Local government associations) (MuAN, NARMIN)	- PLGSP overall progress, achievements, - Any particular issues in 2021/22 regarding progress and achievements - Main concerns on quality or process "Aha" of the programme of this year - Any idea about good practices, "best practices" in the programme - Process and achievement and issues in capacity development

Stakeholders	Consultation Agenda

	• Process and achievement and issues in IPF
	• Implementation risks observed in 2021/22 and risks for the next year
	• Loopholes, bottlenecks,
	• capacity issues
	• Challenges, Lessons
	• Any major concerns on the governance and management of the programme
	• Areas/actions for improvement for next year
	• **Overall Operation and management**
	    • strengths
	    • weaknesses
	    • Improvement options

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

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

Main Agenda/Business

A. ASIP Progress
- Progress on ASIP
- Process of delivering different activity types
- Recruitment of resource persons and service providers
- Quality check of outputs/activities
- What are good practices, "best practices" in the programme and its details
- Implementation risks observed in 2021/22 and risks for the next year
- Issues
- Challenges
- Lessons
- Feedback

B. GESI – how is it working?
- GESI integration
- Adoption of any strategy / guidelines
- GRB/ budget allocations to women and disadvantaged groups?
- Focal points

C. IPF
- Spread of IPF projects in the province,
- IPF types, process of selection and award,
- Eligible criteria for receiving the IPF grant
- What innovation results are achieved or are likely?
- To what extent has the IPF promoted collaboration between LG and PG, or between LGs? How?
- Analysis of IPF activities vis-à-vis GESI responsiveness and inclusiveness
- Implementation risks observed in 2021/22 and risks for the next year
- Managerial and operational issues in selection and award.
- Status of progress; remarks on progress.
- What are good practices, "best practices" in the IPF and its details
- How has IPF decision-making complied with IPF guideline?
- What are challenges in compliance to IPF Guidelines?
- How to improve compliance to guidelines?
- Any issues with the IPF guidelines.
- Options for correction in Guideline and process.
- Improvement needed in administration and implementation of IPF
- Information and contact details of IPF-related personnel at local level

D. Capacity Development / Training Outcomes (i. PCGG/ PPIU officials who manage training/CD activities)
- Training/capacity development activities
- Content of training – who develops, how, quality
- Training needs assessment?
- Delivery of training - who, how
- Implementation risks observed in 2021/22 and risks for the next year

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

E. Capacity Development / Training Outcomes (ii. Training participants)
 • Name of respondent – position – location, office.
 • Type of training/ CD activity – when- where – who organized?
 • Days, sessions
 • Participants: How many; participant types (disaggregated by sex ethnicity and disabilities)
 • Who were resource persons? (Disaggregated by sex and ethnicity)
 • Were the resource persons competent?
 • Was the training delivery right? What was strong; what was weak?
 • Application / relevance of the training knowledge
 • Change brought about by the training. Any change?
 • What kind of learning was it?
 • How it could be applied on participant's work?
 • How could delivery be improved?
 	
 F. Outcome monitoring
 • Outcome 2 "PLGs have efficient, effective, inclusive and accountable institutions"- from activities/outputs related to the use/adoption of
     o LISA,
     o SuTRA,
     o GESI audit by PG, and
     o IPF operationalization (for innovation and inter-governmental collaboration).
 • Outcome 3 "Elected representatives and civil servants at PLGs are capacitated to serve citizens to their satisfaction" – from outputs/activities related to
     o PGs CD plan and staff capacity.
     o LG elected officials and staff capacity.
 	
 G. Overall Operation and management
 • strengths
 • weaknesses
 • Improvement options

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

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

(D) Agenda & Checklist Local Level Visit & Consultation

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

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

Agenda/Checklist:

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

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

C. Capacity Development / Training Outcomes
    - a. **For those who participated in the training**
- Name of respondent – position – location, office.
- Type of training/ CD activity – when- where – who organized?

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

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

D. Overall operation and management –
- strengths
- weaknesses
- Improvement options

E. Broad observation (mainly from current or former Mayor or Chief or their Deputies.
- Reflection and experience of formers mayor/locally elected representative on the Implementation of constitutional provision e.g., law making/policy amendment
- Challenges/obstacles faced by them

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

(E) Questions/Indicators of Quality of Process/Products[26]

(Used together with other checklist agenda)

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

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

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[26] Based on PLGSP TPM TOR, page 5.

Annex 3. People Consulted for the TPM

1. People Consulted for the 3rd Round of TPM (June-July 2023)

Date	People Consulted in TPM	Affiliation	Activity[27]	M	F	Total	Ref
A	**Federal Level/Kathmandu**						
16.05.2023	1. Balram Rijal (NPD) 2. Bhupendra Sapkota (NPM) 3. Ian Macdougall (UNDP/PLGSP)	MoFAGA/PLGSP	Feedback and advice for 3rd round	3	0	3	HD
12.06.2023	4. Tek Tamata 5. Padam Bhusal	UNDP Nepal	Debriefing & advice for 3rd round	2	0	2	HD
13.07.2023	6. Nagesh Badu- IT/E-Gov Specialist	PCU	Tel meeting- Data sheet and PCU update	1	0	1	HD
Sub-total A	***3***			***6***	***0***	***6***	
B	**Provincial Level**						
B1	**Madhesh Province, Janakpurdham**						
25.06.2023	7. Ms Girija Dahal 8. Krishna Kumar Sah 9. Devraj Rai	Madhesh PPIU, Janakpurdham	KII	2	1	3	HD
25.06.2023	10. Satar Ansari, Executive Director	Madhesh PRTC, Janakpurdham	KII	1	0	1	HD
25.06.2023	11. Shahnaz Ansari 12. Arjun Subedi 13. Arjun Kumar 14. Sunil Jaysawal 15. Dinesh Majhi	Madhesh PRTC, Janakpurdham	KII	4	1	5	HD
25.06.2023	16. Mohammad Sharif 17. Rajan Jha – Section Officer	Madhesh PRTC, Janakpurdham	KII	2	0	2	HD
B2	**Lumbini Province**						
03.07.2023	18. Prem Narayan Shrestha – TA Team Lead 19. Nar Maya Sunar – GESI expert 20. Bishnu Neupane – CD expert 21. Balram Sharma- CD expert 22. Sanju Thapa Shrestha – ID Expert	Lumbini Province PCGG, Nepalgunj	KII	3	2	5	HD
03.07.2023	23. Subas Yadav 24. Milan Shrestha 25. Raj Kumar Paudel 26. Satish Acharya 27. Chalitra Krishna Joshi	Lumbini PPIU, Bhalubang	KII	5	0	5	HD
B3	**Sudurpaschim Province**						
30.06.2023	28. Dinesh Shudhakar 29. Yamnath Giri 30. Binod Kumar Kalauni 31. Minita Chaudhary	Sudurpaschim PPIU, Dhangadhi	KII	4	2	6	HD

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

Date	People Consulted in TPM	Affiliation	Activity[27]	M	F	Total	Ref
	32. Ramesh Lamichhane 33. Arati Deuba						
01.07.2023	34. Gehendra Bam – Executive Director 35. Ram Singh Thagunna – TA lead 36. Rachit Shrestha – Infrastructure 37. Indra Maya Shankar Shrestha – GESI Expert 38. Ganga Datta Paneru – CD expert	Sudurpaschim SPRTA, Punna, Silgadhi	KII	4	1	5	HD
Sub-total B		8					
C	Local Government /IPF						
C.1	Chandrapur Municipality – IPF, Rautahat, Madhesh	Contractor					
	39. Devraj Adhikari- Contractor 40. Ansari – Engineer (Contractor)	Chandrapur Municipality	KII	2	0	2	HD
C.2	Balam Bihul Rural Municipality, Saptari, Madhesh						
26.06.2023	41. Baijnath Yadav 42. Musaharu Sah 43. Birendra Sah 44. Abadhesh Kumar Yadav	Balam Bihul Rural Municipality, Saptari	KII	4	0	4	HD
C.3	Barahathawa Municipality, Sarlahi, Madhesh						
27.06.2023	45. Kalpana Katwal – Mayor 46. Pankaj Kayastha 47. Shravan Yadav	Barahathawa Municipality, Sarlahi	KII	2	1	3	HD
C.4	Alital Rural Municipality, Dadeldhura, Sudurpaschim Province						
30.06.2023	48. Navaraj Ojha- IT officer 49. Dharmaraj Joshi – Consultant 50. Narendra Singh Thagunna – CAO	Alital Rural Municipality, Dadeldhura	KII	3	0	3	HD
30.06.2023	51. Sher Singh Parki - Chairperson	Alital RMun, Dadeldhura	KII	1	0	1	HD
C.5	Parshuram Municipality, Jogbudha, Dadeldhura, Sudurpaschim Province						
01.07.2023	52. Dipesh Joshi – IT officer / IPF focal	Parshuram Municipality, Jogbudha	KII	1	0	1	HD
01.07.2023	53. Dhan Bahadur Saud – Accounts officer 54. Devraj Joshi - Engineer	Parshuram Municipality, Jogbudha	KII	2	0	2	HD
Sub-total C	7				15	1	16	
D	Dedicated GESI consultation						

Date	People Consulted in TPM	Affiliation	Activity[27]	M	F	Total	Ref
07.07.2023	55. Ms. Indra Maya Shanakar (Shrestha), GESI Expert	PCGG, Sudurpaschim, Doti	Telephone Interview	0	1	1	MLS
09.07.2023	56. Ms. Apsara Karki, GESI Expert	PCGG, Bagmati, Kathmandu	Telephone Interview	0	1	1	MLS
09.07.2023	57. Ms. Bina Kumari Pant, Capacity Development Expert	PCGG, Bagmati, Kathmandu	Telephone Interview	0	1	1	MLS
09.07.2023	58. Ms. Jayanti Giri, 9th Level Senior Officer	Ministry of Social Development (MoSD), Sudurpaschim, Dhangadhi	Telephone Interview	0	1	1	MLS
10.07.2023	59. Ms. Nar Maya Sunar, GESI Expert	PCGG, Lumbani, Nepalgunj	Telephone Interview	0	1	1	MLS
10.07.2023	60. Ms. Chandra Byanjankar, 9th Level Senior Officer	Ministry of Social Development (MoSD), Bagmati, Hetauda	Telephone Interview	0	1	1	MLS
Sub-total-D	*6*			*0*	*6*	*6*	
E	**Dedicated PFM Consultation**						
05/07/2023	61. Biswajit Rai, Planning Officer	Triyuga Municipality	KII Virtual	1		1	BB
08/07/2023	62. Damodar Khatri, PTCO	Provincial Treasury Comptroller	KII Virtual	1	0	1	BB
23/06/2023	63. Ram Chandra Sharma, SuTRA Head	FCGO	KII	1	0	1	BB
06/07/2023	64. Bhesh Prasad Bhurtel, Former SuTRA Head	FCGO	KII	1	0	1	BB
03/02/2023	65. Bishnu Hari Baral, Internal Audit Head	FCGO	KII	1	0	1	BB
28/06/2023	66. Hom Nath Subedi, Deputy Auditor General, Deputy Auditor General	OAG	KII	1	0	1	BB
29/06/2023	67. Sri Kumar Rai, Deputy Auditor General	OAG	KII	1	0	1	BB
30/06/2023	68. Sankar Prasad Panthi, Deputy Auditor General	OAG	KII	1	0	1	BB
Sub-total	*8*			*8*	*0*	*8*	
F	**Follow-up Phone Consultation**						
13.07.2023	69. Punita Mandal	PPIU TA Lead Madhesh	Telephone Interview	0	1	1	HD
13.07.2023	70. Girija Dahal	PPIU Madhesh IPF Expert	Telephone Interview	0	1	1	HD

Date	People Consulted in TPM	Affiliation	Activity[27]	M	F	Total	Ref
13.07.2023	71. Mahesh Bohra	Chandrapur Mun IPF Focal Person	Telephone Interview	1	0	1	HD
13.07.2023	72. Pankaj Kayastha	Barahathawa Municipality IPF	Telephone Interview	1	0	1	HD
Sub-total	*4*			*2*	*2*	*4*	
TOTAL	**36 Events**			**56**	**16**	**72**	

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

Date	People Consulted in TPM[28]	Affiliation	Activity[29]	M	F	Total	Ref
A	**Federal Level/Kathmandu**						
06/01/23	1. Balaram Rijyal – NPD 2. Hemraj Aryal - NPM 3. Chandra Kant Paudel 4. Kirti Thapa 5. Ian Macdougall	PLGSP PCU, Kathmandu	KSI	4	1	5	HD.A
12/01/23	6. Baburam Shrestha	PLGSP PCU, Kathmandu	KSI	1	0	1	HD.A1
12/01/23	7. Ian Macdougall	PLGSP PCU, Kathmandu	KSI	1	0	1	HD.A2
23/01/23	8. Ram Chandra Sharma, SuTRA Head	FCGO	KII	1	0	1	BB009
03/02/23	9. Bishnu Hari Baral, Internal Audit Head	FCGO	KII	1	0	1	BB010
10/02/23	10. Hom Nath Subedi, Deputy Auditor General	OAG	KII	1	0	1	BB011
07/04/2023	11. Nagesh Badu (IT Specialist) 12. Kirti Thapa (Gender Specialist)	PCU	KII	1	1	2	
07/04/2023	13. NPM Bhupendra Sapkota	PCU	KII	1	0	1	
Total				**11**	**2**	**13**	
B	**Provincial Level**						
B.1	***Koshi – Provincial Level***						
21/01/2023	14. Anita Guragain – LG Expert / PRTA TA lead	Koshi PRTA (Meet at Itahari)	KII	0	1	1	HD011
22/01/2023	15. PRTA Training Participants	Koshi PRTA Kalbalgurhi	Participant Observation			NA	HD012
22/01/2023	16. Bishnu Kumar Karki – Executive Director / Koshi PRTA	Koshi PRTA Kalbalgurhi	KII	1	0	1	HD013
22/01/2023	17. Shekhar Karki – CD expert	Koshi PRTA Kalbalgurhi	KII	1	0	1	HD014
23/01/2023	18. Niraj Dahal – IT & E-Gov expert 19. Shova Rai – Admin & Finance 20. Lakpa Sherpa – IPF expert 21. Punam Chaudhary – PFM Expert 22. Pranay Sharma – TA Lead	Koshi PPIU Office	KII	2	3	5	HD015
23/01/2023	23. Kshitiz Bhattarai – PPM	Koshi PPIU OCMCM	KII	1	0	1	HD016
23/01/2023	24. Damodar Khatri- PTCO, Koshi Province	Provincial Treasury Controller Office,	KII	1	0	1	HD017
23/01/2023	25. Krishna Sapkota – Provincial Programme Director	Koshi PPIU OCMCM	KII	1	0	1	HD018

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[28] A few respondents are repeated in this list, as TPM team member(s) had dedicated, separate discussion with them.
[29] Notes: FGD – Focus Group Discussion; KII - Key Informant Interview; KSI – Key Stakeholder Consultation.

Date	People Consulted in TPM[28]	Affiliation	Activity[29]	M	F	Total	Ref
Total				**7**	**4**	**11**	
_B.2_	**_Madhesh– Provincial Level_**						
20/01/2023	26. Punita Mandal- TA Team Lead 27. Birendra Chand – M&E Reporting 28. Dev Raj Rai- PFM expert 29. Krishna Kumar Shah – IT expert 30. Girija Dahal – IPF expert 31. Jyoti Singh – Admin & Finance	Madhesh Province, PPIU OCMCM Complex	KII	3	3	6	HD008
20/01/2023	32. Arjun Kumar Kushwaha- Local Gov Expert 33. Madan Singh Bagchan- GESI expert 34. Sunil Jayasawal- curriculum dev expert 35. Arjun Subedi	Madhesh Province, PRTC Mujheliya	KII	4	0	4	HD009
20/01/2023	36. Noor Hari Khatiwada- PPD (Provincial Programme Director)	Madhesh, PPIU	KII	1	0	1	HD010
20/01/2023	37. Rupesh Kumar Shah, Under Secretary	Ministry of Finance, Madesh province	KII	1	0	1	BB006
20/01/2023	38. Prashant Kumar Mishra, Section Officer	Provincial Planning and Niti Aayog, Madesh province	KII	1	0	1	BB007
20/01/2023	39. Radheshyam Giri, PTCO	Provincial Treasury Comptroller	KII	1	0	1	BB008
Total				**11**	**3**	**14**	
_B.3_	**_Bagmati – Provincial Level_**						
17/01/23	40. Madan Acharya 41. Bikram Khatiwada 42. Bipin Kandel 43. Sharmila Ghale 44. Anup Lopchan 45. Chhatra Subedi	Bagmati, PPIU Hetauda	KSI	5	1	6	HD001
03/02/2023	46. Chandra Prakash Sigdel – LG Expert / TA lead 47. Binna Pant – CD expert 48. Apsara Karki – GESI expert 49. Madan Kharel – Curriculum Expert	Bagmati PCGG, Lalitpur, Manbhavan	KSI	2	2	4	HD033
Total			**2**	**7**	**3**	**10**	
_B.4_	**_Sudurpaschim– Provincial Level_**						
29/01/2023	50. Tubraj Pokharel - PPD 51. Nawaraj Ojha - PPM	Sudurpaschim PPIU, OCMCM	KSI	2	0	2	HD029

Date	People Consulted in TPM[28]	Affiliation	Activity[29]	M	F	Total	Ref
29/01/2023	52. Dinesh Suddhakar – TA lead 53. Minita Chaudhary 54. Binod YY 55. Yamanath Giri	Sudurpaschim PPIU, OCMCM	KSI	3	1	4	HD030
06/04/2023	56. Ram Singh Thagunna (Telephone and Email)	PCGG Sudurpaschim	KII	1	0	1	
Total							
C	**Local Level and IPF Project**						
C.1	**Triyuga Municipality**	**Koshi Province**					
19/01/2023	57. Raj Kumar Khadka – IPF focal (Musahar development) 58. Shravan Sada – IPF staff	Triyuga Municipality	KII	2	0	2	HD006
	59. Rupak Timsina – IPF (IT)	Triyuga Municipality	KII	1	0	1	HD007
19/01/2023	60. Bashant Kumar Basnet- Mayor,	Triyuga Municipality	KII	1	0	1	BB001
19/01/2023	61. Maheshwari Rai, Deputy Mayor	Triyuga Municipality	KII	0	1	1	BB002
19/01/2023	62. Biswajit Rai, Planning Officer	Triyuga Municipality	KII	1		1	BB003
19/01/2023	63. Binaya Basnet, Account Officer	Triyuga Municipality	KII	0	1	1	BB004
19/01/2023	64. Eba Bahadur Raut, Officer, Internal Audit	Triyuga Municipality	KII	1	0	1	BB005
Total				**6**	**2**	**8**	
C.2	**Harinagar Rural Municipality**	**Koshi Province**					
23/01/2023	65. Tularaj Thapa Magar - CAO 66. Manoj Yadav 67. Prem Mehta 68. Ramesh Swornakar 69. Bikas Shrestha 70. Ranvir Mehta 71. Bhuvaneshor Yadav – Na pra sa 72. XX Mehta 73. Devendra Kumar Mallah 74. Dimple Dev 75. Kavita Mehta 76. Prakash Thapa Magar 77. Suman Chaudhary 78. Radheshyam Pandit 79. Pranay Sharma- Koshi PPIU 80. Lakpa Sherpa- Koshi PPIU 81. Niraj Dahal- Koshi PPIU	Harinagar Rural Municipality, Sunsari	Group Discussion	15	2	17	HD019
C.3	**Chandrapur Muncipality**	**Madhesh**					
24/01/2023	82. Mahesh Bohara – Engineer / IPF 83. Krishna Prasad Sigdel – Former CAO / Now EDU chief 84. Bharat Srivastav	Chandrapur, Rautahat	KII	3	0	3	HD020

Date	People Consulted in TPM[28]	Affiliation	Activity[29]	M	F	Total	Ref
24/01/2023	85. Sanjay Kafle - Mayor	Chandrapur Muncipality	KII	1	0	1	HD021
24/01/2023	86. Uma Satyal – Admin 87. Urmila Aryal – Admin 88. Ajita Paudel - Admin	Chandrapur Muncipality	KII	0	3	3	HD022
24/01/2023	89. Chandra Kala Baral- Social Security Chief	Chandrapur Muncipality	KII	0	1	1	HD023
24/01/2023	90. Jaya Mala Chaudhary- Deputy Mayor	Chandrapur Muncipality	KII	0	1	1	HD024
Total				**4**	**5**	**9**	
C.4	**Parbanipur Rural Municipality**	**Madhesh**					
24/01/2023	91. Ram Kumar Sonal – IPF Focal 92. Anil Kumar Shah – IPF Programme Coordinator 93. Umesh Mahato – IPF Programme 94. Jit Narayan Shah – JTA / IPF	Parbanipur Rural Muncipality, Bara	KII	4	0	4	HD025
25/01/2023	95. Munna Shah Rauniyar	Parbanipur	KII	1	0	1	HD026
25/01/2023	96. TRAINING EVENT (A) – SEVEN DAY AGRICULTURE TRAINING	Parbanipur	Participant Observation	5	19	24	HD027
25/01/2023	97. TRAINING EVENT (B)– SEVEN DAY LIVESTOCK TRAINING	Parbanipur	Participant Observation	0	28	28	HD028
Total				**10**	**47**	**57**	
C.5	**Hariharpurgadhi Rural Municipality**	**Bagmati**					
18/01/2023	98. Bajra Dhoj Waiba - Chairperson 99. Deepak Karki – IPF Focal Person 100. Dataram Pyakurel – CAO 101. Gyan Bahadur Rai - Farmer	Hariharpur Gadhi RMun	KII	3	0	3	HD002
18/01/2023	102. Milan Shrestha – IT Officer 103. Shiva Regmi – Accountant 104. Lok Bahadur Gole	Hariharpur Gadhi RMun	KII	3	0	3	HD003
18/01/2023	105. Nikas Lama- VET staff 106. Deepak Karki – IPF Focal 107. Daiba Raj Shrestha – Farmer (and Diary Coop Secretary)	Hariharpur Gadhi RMun IPF	KII	3	0	3	HD004
Total				**9**	**0**	**9**	
C.6	**Marin Rural Municipality (Bagmati Province)**						
18/01/2023	108. Hem Baraily – VET technician 109. Ratna Kumari Ghising – Admin Officer 110. Suman Paudel – Planning Section 111. Suraksha Sapkota – VET dev office	Marin RMun IPF	KII	**2**	**2**	**4**	HD005
C.7	**Laljhadi Rural Municipality (Sudurpaschim Province)**						

Date	People Consulted in TPM[28]	Affiliation	Activity[29]	M	F	Total	Ref
29/01/2023	112. Nirmal Rana – Rmun Chairperson 113. Naresh Bhatta – Enterprise Dev Facilitator 114. Siddharaj Bhatta – CAO 115. Pallav Raj Bhatta 116. Raj Kumar Bhandari	Laljhadi Rural Municipality, Kanj, Kanchanpur	KII	5	0	5	HD031
C.8	**Tikapur Municipality (Sudurpaschim Province)**						
30/01/2023	117. Mangal Shahi - CAO 118. Daman Chaudhary- EDU undersecretary 119. Nirmala Chaudhary – Forest & Env Branch	Tikapur Municipality, Tikapur, Kailali	KII	2	1	3	HD032
	Other Provinces (Telephone + Email)						
16/04/2023	120. Shilpa Kunwar	PCGG, Karnali, Surkhet	KII	0	1	1	
16/04/2023	121. Nirmala Subba	GPTA, , Pokhara	KII	0	1	1	
TOTAL				**95**	**74**	**169**	**46**

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

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

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[30] A few respondents are repeated in this list, as TPM team member(s) had dedicated, separate discussion with them.
[31] Notes: FGD – Focus Group Discussion; KII - Key Informant Interview; KSI – Key Stakeholder Consultation.

Date	People Consulted in TPM[30]	Affiliation	Activity[31]	M	F	Total	Ref
1/8/22	35. Shilpa Kunwar 36. Madhuri Nepal 37. Pooja Bhandari 38. Manu Prasad Chaudhari 39. Ganesh Joshi 40. Ganesh Upadhyaya	PCGG-Karnali Surkhet	KSI	3	3	6	HD003
16/08/2022	41. Anita Gyawali, GESI FP	MoSD, Surkhet, Karnali	KII (online)	0	1	1	MS002
16/08/2022	42. Gyanu Chaulagain, GESI FP	MoEP, Surkhet, Karnali	KII (online)	0	1	1	MS003
25/08/2022	43. Puja Bhandari, GESI Specialist	PCGG, Surkhet, Karnali	KII (online)	0	1	1	MS008
B.2	Province Level - Lumbini						
14/8/2022	44. Subas Yadav 45. Hari Narayan Kurmi	PPIU, Lumbini, Butwal	KSI	2	0	2	HD013
14/8/2022	46. Subas Yadav 47. Hari Narayan Kurmi 48. Milan Shrestha 49. Satish Acharya 50. Raj Kumar Paudel 51. Ram Chalitra Joshi	PPIU, Lumbini, Butwal	KSI	6	0	6	HD014
14/8/2022	52. Deepak Gyawali	Province Accounts Controller, Lumbini, Butwal	KII	1	0	1	HD015
14/8/2022	53. Narendra Kumar Rana (PPD, Secretary) 54. Kaman Singh Thapa Magar (PPM)	PPIU, Lumbini, Butwal	KII	2	0	2	HD016
21/08/2022	55. Kamansingh Thapa Magar, GESI FP	OCMCM, Lumbini	KII (online)	1	0	1	MS004
21/08/2022	56. Naramaya Sunar, GESI Specialist	PCGG, Lumbini	KII (online)	0	1	1	MS005
B.2	Province Level - Gandaki						
17/8/2022	57. Birendra Parajuli 58. Bigyan Satyal – IT 59. Krishna Awasthi – PFM 60. Rajani Thapa Magar – M&R 61. Mamta Paudel – Admin/Accounts	PPIU, Gandaki Province, Pokhara	KSI	3	2	5	HD026
18/8/2022	62. Rishi Ram Pandey –ED 63. Nirmala Subba 64. Sarita Dahal 65. Dil Prasad Magar 66. Sanjay Shah 67. Tashi Sherpa	Gandaki Province Training Academy / PCGG Pokhara	KSI	3	3	6	HD027
23/08/2022	68. Sarita Dahal, GESI Specialist	PCGG, Gandaki	KII (online)	0	1	1	MS006
23/08/2022	69. Devi Sharma, GESI Focal Person, MoSD, Gandaki	MoSD, Gandaki	KII (online)	0	1	1	MS007
C	Local Level						
C.1	Karnali Province (Local Level)						
2/8/2022	70. Chitra Pyakurel (VET) 71. Bhabisara Khatri (AGRI)	Narayan Municipality – Dailekh- VET and	KII	1	1	2	HD004

Date	People Consulted in TPM[30]	Affiliation	Activity[31]	M	F	Total	Ref
		AGRI technicians (IPF team)					
2/8/2022	72. Khadga Bahadur Malla 73. Jaya B Malla 74. Tej B Malla 75. Kusuma Malla 76. Man Kumari Sinjali 77. Padam Kumari Sinjali 78. Bhavana Singh 79. Balesara Shahi 80. Nanda Malla 81. Sunita Sinjali Magar 82. Laxmi Bogati 83. Tek Malla	Bhirmaura Vegetables and Seed Production Farmers Group, Narayan Municipality; Dailekh	FGD	4	8	12	HD005
2/8/2022	84. Loman Sharma- Mayor 85. Tapta Thapa- Deputy Mayor	Narayan Municipality; Dailekh	KSI	1	1	2	HD006
14/08/2022	86. Goma KC, GESI FP	Narayan Nagar Palika, Dailekh, Karnali	KII	0	1	1	MS009
2/8/2022	87. Lal Bahadur Subedi	Admin Officer / IPF Focal, Panchpuri Municipality	KII	1	0	1	HD007
3/8/2022	88. Laxmi Kanta Sanyal (technician)	Rafting infrastructure technician, Tikhakuna, Jamu Panchpuri Municipality	KII	1	0	1	HD008
3/8/2022	89. Dambar Bahadur Shahi	Rafting Infrastructure User committee, Tikhakuna, Jamu (Panchpuri Mun)	KII	1	0	1	HD009
3/8/2022	90. Lalbir Bhandari, Mayor	Panchpuri Municipality	KSI	1	0	1	HD010
3/8/2022	91. Pabitra Gautam (Women. Officer) 92. Narendra Bhandari (Infrastructure) 93. Tulasi BK (Education) 94. Lal B Subedi (Admin) 95. Ganesh Adhikari (Planning)	Panchpuri Municipality, Civil service personnel	FGD	3	2	5	HD011
14/08/2022	96. Pabitra Gautam, GESI FP	Panchpuri Municipality Surkhet, Karnali	KII	0	1	1	MS010
C.2	*Lumbini Province (Local Level)*						
15/8/2022	97. Ram Chandra Chaudhari	Mayadevi Rural Municipality, Kapilbastu	KII	1	0	1	HD017

Date	People Consulted in TPM[30]	Affiliation	Activity[31]	M	F	Total	Ref
15/8/2022	98. Radhavendra Pandey	Ward Chairperson – IPF, Mayadevi RMun	KII	1	0	1	HD018
15/8/2022	99. Anita Kori- Chair 100. Gauli Kori 101. Chandra Prakash Lodh 102. Ramachal Kori 103. Ram Binod Kori	IPF User Committee (Dalits); Mayadevi Rural Municipality, Kapilbastu	FGD	3	2	5	HD019
15/8/2022	104. Giriraj Gautam – Acc officer 105. Ram Chandra Chaudhari – IT officer	Mayadevi Rural Municipality, Kapilbastu	KSI	2	0	2	HD020
15/8/2022	106. Sudip Pokharel 107. Madhav Pokharel 108. Ramesh Basyal	Tilottama Municipality Office, Rupandehi	KSI	3	0	3	HD021
16/8/2022	109. Samjhana Bhandari- Women Development Officer 110. Sabitra Bhandari – Social Security	Tilottama Municipality Office	KSI	0	2	2	HD022
16/8/2022	111. Pashupati Khanal – Planning 112. Sita Bhandari – Planning (Officer)	Tilottama Municipality Office	KSI	1	1	2	HD023
16/8/2022	113. Surendra Shree (Municipal Executive Committee Member)	Tilottama Municipality Office	KSI	1	0	1	HD024
C.3	*Gandaki Province (Local Level)*						
17/8/2022	114. Manoj Paudel – Ward Chair 115. Bal Kumari Ale – Ward Member 116. Bhavani Shankar Pokharel- Admin 117. Tara Chandra Dhakal- IPF 118. Arun Pokharel 119. Mukta Gurung – IPF/IT 120. Bhojraj Dhakal – Accounts 121. Baburam Baral – Education 122. Thagi Kumari Khanal – Women & Children 123. Dhan Prasad Koirala - DRR	Putalibazaar Municipality, Syangja	KSI	8	2	10	HD025
18/8/2022	124. Dr Raju Paudel – Senior Engineer 125. Bishal Pandit – IT/IPF 126. Hemant Gurung – Accounts 127. Bimal Gurung – Section Officer 128. Bheshraj Tiwari	Byas Municipality, Tanahu	KSI	5	0	5	HD028

Annex 4. Timeline of Activities for the TPM

1. **Sub-national Consultations Leading to the 3rd TPM Report**

Date			Travel & Activity	Stayover
FRI	23-Jun	असार ८	Kathmandu to Bharatpur (evening)	Bharatpur
SAT	24-Jun	असार ९	Bharatpur>> Chandrapur Chandrapur IPF visit (repeat visit to the site)	Bardibas
SUN	25-Jun	असार १०	Madhesh – PPIU & PCGG Consultations (Janakpur)	Bardibas
MON	26-Jun	असार ११	Madhesh – Balam Bihul Rural Municipality (Saptari) & IPF	Bardibas
TUE	27-Jun	असार १२	Madhesh – Barhathawa Municipality IPF	Hetauda
WED	28-Jun	असार १३	Hetauda-Nepalgunj (DRIVE ONLY)/EID Holiday	Nepalgunj
THU	29-Jun	असार १४	Nepalgunj >> Mahendranagar (travel only)	Mahendranagar
FRI	30-Jun	असार १५	Sudurpaschim PPIU consultation Dhangadhi Dhangadhi>> Alital Alital Rural Municipality & IPF	Jogbudha
SAT	1-Jul	असार १६	Parshuram Municipality consultation & IPF Jogbudha>> Punna, SIlgadhi Sudurpaschim PCGG consultation, Punna, Silgadhi	Punna, Silgadhi
SUN	2-Jul	असार १७	Silgadhi>> Kohalpur	Kohalpur
MON	3-Jul	असार १८	Lumbini PCGG consultation, Nepalgunj Nepalgunj >> Bhalubang Lumbini PPIU consultation @ Bhalubang Bhalubang >> Butwal	Butwal
TUE	4-Jul	असार १९	Butwal>> Bharatpur	Bharatpur
WED	5-Jul	असार २०	Bharatpur>> Kathmandu (Drive)	Travel

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

Date	Activity	Remarks
24/12/2022	Submission of inception report for the second round	
06/01/2023	The presentation of Inception Report at PLGSP	
12/01/2023	Consultation with Baburam Shrestha, PFM specialist at PCU Consultation with Ian Macdougall, PCU	
13/01/2023	Submission of final inception report, for the second round of TPM	
17/1/2023	PPIU Hetauda/Bagmati Consultation	

18/1/2023	Hariharpur Gadhi RMun, Sindhuli, Bagmati
	     a. Rural Municipality Consultations
	     b. IPF spotcheck / consultations	

18/1/2023	Marin Rural Municipality (Bagmati) - IPF spot-check / consultations	

19/1/2023	Gaighat Municipality, Udaypur, Koshi Province
	     a. Municipality consultations
	     b. IPF spot-check / consultations (two projects)	

19/1/2023	Gaighat Municipality consultations with - Mayor - Deputy Mayor - Planning Officer - Account Officer - Internal Auditor	BB
20/1/2023	Madhesh PPIU team consultation, Janakpurdham Madhesh PRTA team consultation, Janakpurdham Madhesh interview with PPD in Madhesh, Janakpurdhan	
20/1/2023	Consultations in Madhesh, Janakpur, with - Undersecretary, Ministry of Finance, - Section Officer, Provincial Planning and Niti Aayog - PTCO	BB
21/1/2023	Koshi PRTA TA Team Leader consultation (In Itahari)	
22/1/2023	Koshi PRTA visit; PRTA team consultation; Observation of PRTA facilities and consultation with ED	
23/1/2023	Consultation – FCGO – SuTRA Head, Kathmandu	BB
23/1/2023	Koshi PPIU TA team consultation Koshi PPIU/OCMCM PPD and PPM consultations, Biratnagar	
23/1/2023	Consultation with PTCO Head, Biratnagar	
23/1/2023	LG consultation and IPF project spot-check at Harinagar RMun, Sunsari	
24/1/2023	Chandrapur Rural Municipality consultation, Rautahat, Madhesh Spotcheck and consultations on two IPF projects in Chandrapur	
24/1/2023	Initial consultation with IPF team in Parvanipur RMun, Bara, Madhesh Consultation with the Chair, in Parvanipur RMun, Bara, Madhesh	
25/1/2023	Consultation with the CAO, in Parvanipur RMun, Bara, Madhesh Spotcheck / participant observation of ongoing training events in Parvanipur RMun, Bara, Madhesh	
29/01/2023	Consultation – Sudurpaschim Province – PPD and PPM Consultation – PPIU TA team, Sudurpaschim Province	
29/01/2023	Consultation – Laljhadi RMun Chair, CAO (Kanchanpur), Sudurpaschim Province	
29/01/2023	Spot-check and consultation, IPF project, Laljhadi RMun	
30/01/2023	Consultation – Tikapur Municipality (Kailali), Sudurpaschim	
30/01/2023	Spotcheck / consultation – IPF project, Tikapur, Sudurpaschim	

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

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

Date	Activity	Remarks
22/6/2022	Provisional notification of TPM contract award to Prakriti Pragya Nepal, by UNDP procurement team	
23/6/2022	Pre-contract meeting between UNDP, PLGSP and Prakriti Pragya Nepal	
27/6/2022	TPM contract signed: Prakriti Pragya Nepal. Counter-signed	
29/9/2022	Kick-off meeting between UNDP, PLGSP and Prakriti Pragya Nepal	
Jul-Sep/22	Desk review / PLGSP outputs review and verification: ASIP, PASIP, progress reports, monitoring information and all products and programme's documents for reference	Continuous
7/7/2022	Inception report (draft) submitted to PLGSP	
20/7/2022	Comments and inputs on the inception report draft	
22/7/2022	Revised inception report submitted to PLGSP	
26/7/2022	Inception Meeting – the presentation of Inception Report between PLGSP, UNDP, and Development Partners	
1-3/8/2022	• Visit to Karnali province and consultations. • IPF Spot-check and consultations Narayan Municipality (Dailekh district) and Panchpuri Municipality (Surkhet district)	HD & MLS
14-16/8/2022	• Visit to Lumbini Province and consultations. • IPF Spot-check and consultations at Mayadevi Municipality (Kapilbastu district) and Tilottama Municipality (Rupandehi district)	HD & BB
17-19/8/2022	• Visit to Gandaki Province and consultations. • IPF Spot-check and consultations at Putalibazaar Municipality (Syangja district) and Byas Municipality (Tanahu district)	
Various dates	• Consultations (in-person/online) with federal and/or Kathmandu-based stakeholders • Online consultation with provincial / local stakeholders	
30/8/2022	UNDP Consultation (as well as Debriefing)	
14/8/2022	Brief debriefing to National Programme Manager	
15/8/2022	Draft TPM Report (First Round) submission	

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

This Annex consists of two tables:

Table A PCU Progress

Table B Progress in PPIUs and PCGGs

TABLE A. PCU Progress (FY 2022/23)

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

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks (3rd Round, Jul 2023)
						consultants; modules available
7 (PCU)	2.14	Develop/improve model guidelines / policy on health, agriculture, drinking water system, protection from disaster, MIS etc. for PLGs (on request)	5	0	Proposal received from consultants, are being evaluated	Cancelled during the proposal evaluation stage as "other government agencies were known to have done this."
8 (PCU)	2.25	Prepare master/business plan for NAGG/FATA/LDTA	1	0	Not initiated because the preparation of act for re-structuring is under process.	Dropped, "because Act not promulgated"
9 (PCU)	2.27	Conduct TOT on different thematic areas (Internal control system (ICS), MTEF, Management Audit etc.) for Local governments	3	2	MTOT for periodic plan is completed;	Completed for Planning and MTEF
11 (PCU)	2.31	Organize ToT to DCC officials on DCC monitoring, LISA model, FRA, and other tools	1		ToR Developed	Completed; but on MoFAGA expenses
12 (PCU)	2.33	Assess outcomes and quality of the CD activities implemented by PCGG	1		Work initiated by consultant; Progress update from consultant by 2/3 April	Completed; report available.
13 (PCU)	2.34	Provide technical support for the implementation of GESI indicators integrated online portal system	1		Work completed; Orientation to be planned	Completed; available online
14 (PCU)	2.36	Develop e-learning modules and integrate into the self-paced digital learning platform for PCGG	5		Work initiated by consultant; Progress update by 4th April,	Completed – 8 modules
15 (PCU)	2.37	Conduct an impact study on on-the-job-training conducted by (piloting) LDTA / NASC	1		Work initiated by consultant; update from consultant by 2/3 April	Completed; report available
16 (PCU)	2.39	Continue support to IT section, MoFAGA	1		ToR Developed	Completed
19 (PCU)	2.55	Conduct study on expenditure need of service delivery of LGs	1	0	Notice cancelled as the activity seems to be in jurisdiction of other government agencies	Dropped, "NNRFC is expected to carry this out"

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks (3rd Round, Jul 2023)
20 (PCU)	2.58	Organize a workshop to identify areas in the list of concurrent rights and coordinate with sectoral ministries in formulating relevant laws	1		ToR Developed; Consultant to be hired for conducting 2 days event/ documentation.	Completed
21 (PCU)	2.67	Strengthen formula-based grant transfer procedures/system of NNRFC to LGs	1		ToR Developed, discussion with NNRFC is underway	Dropped, "NNRFC is expected to do on its own"
22 (PCU)	2.68	Prepare Project bank in local infrastructure to be implemented through the development partners	1		Work initiated by consultant	Completed; project bank guideline developed, report received.
23 (PCU)	2.69	Develop online system for LED assessment at local government	1		Work completed	Guideline available at MoFAGA website
24 (PCU)	2.70	Develop and improve systems (Fiduciary Risk Assessment, GESI Audit etc.) for Province Government	3		Work in process of completion;	Completed
O3: PCU	O3	Output 3: Inter government administrative mechanisms strengthened and functional				
25 (PCU)	3.1	Conduct policy analysis to implement decisions of the Inter- Provincial Coordination Council meetings.	1	0	Under discussion	Not completed; cause NA
26 (PCU)	3.2	Conduct studies on IGR issues of Inter-Provincial Coordination Council and develop strategy.	1	0	Under discussion	Dropped; cause NA
27 (PCU)	3.3	Organize National Steering Committee (NSC), National Executive Committee (NEC), Fiduciary Risk Management, Technical Assistance Sub Committee (TASC) and consultative meetings with federal agencies	6	NA	Regular meetings are being conducted	Completed; as per provision. Minutes published in PLGSP website
28 (PCU)	3.4	Organize best practices sharing workshop at provincial level with officials of province and local governments	7	1	TOR Developed; Under process	One completed; other not done due to "lack of time"
29 (PCU)	3.6	Organize validation meeting/workshop to assess the quality and provide feedbacks on the system tools/guidelines prepared by PLGSP	5	NA	Regularly conducted, e.g., RIAP; Completed	Regularly carried out.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks (3rd Round, Jul 2023)
O8: PCU	O8	Output 8. Modernized LGs have strong administrative systems and accountable public financial management system				
178 (PCU)	8.1	Strengthen information management system of LGs	1	1	Salary of IT Officers (working in LGs) for 6 months has been transferred; In process	Completed; IT officers engaged in LGs (verified during all three rounds of TPM visits)
179 (PCU)	8.2	Rollout SuTRA and PAMS in all LGs	1		Completed	Completed; under implementation
O12: PCU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
302 (PCU)	12.2	Organize review workshops on IPF Implementation and learning	1		Workshop conducted and feedback have been documented	Completed
O14: PCU	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
470 (PCU)	14.3	Organize workshop on federal issues in coordination with LG Associations	3		Workshop in coordination with NARMIN, has been completed	Completed; report draft
489 (PCU)	14.14	Provide support in higher studies programme for staffs working at PLGs/PCGGs	15		Employees from Local/ Provincial/ and Federal Governments are being selected by ministry	Not done – "staff nomination was not available in time from the MoFAGA"

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

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

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

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

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

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

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

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

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

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
473 (P1-PCGG)	14.4	Conduct pre-service training to newly recruited LGs staffs.	5	1		Completed for 39 newly recruited staff. Further training to be conducted according as new recruitment (recommendation from Provincial PSC)
485 (P1-PCGG)	14.10	Conduct orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act for newly elected representatives of LGs	15	15		Completed
15 & 16. P1-PCGG	15, 16	Operational, and Machinery & Equipment				
497 (P1-PCGG)	15.2	Operation Cost for PCGG	1			Ongoing
511 (P1-PCGG)	16.2	Machinery and equipment cost for PCGG	1			Ongoing
		4. PPIU – Madhesh Province				**TPM 2nd& 3rd Report Remarks**
O4: (P2-PPIU)	**O4**	**Output 4: Provincial governments drafted legislation in a consultative manner**				
31 (P2-PPIU)	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	3		Three submitted: Province Economic and Financial Accountability Act; Local Services Act; Some Province Acts Amendment Act
O5(P2-PPIU)	**O5**	**Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI**				
48 (P2-PPIU)	5.3	Provide strengthening support to the Secretariat of Provincial Coordination Council	1	0		Council not formed; council's note ("tippani") prepared, but Council members not nominated yet.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
52 (P2-PPIU)	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	4	3		Three PLGSP PCC meetings held: Meeting of DPs and provincial secretaries; review of IPF projects and program sharing; and endorsement of 4 IPF projects.
62 (P2-PPIU)	5.8	Conduct public hearing of PG projects	2	0		TOR for consultants prepared before Jan 23, discussions held with the PPD (who recently transferred (June), projects yet to be identified. (decision from PPD not made; PPD changing rapidly)
67 (P2-PPIU)	5.13	Conduct GESI Audit of PG ministries	4	0		GESI audit guidelines are in the process of development; audit will be carried out after the guidelines are approved
75 (P2-PPIU)	5.15	Conduct interaction workshop on GESI/ GRB for GESI focal persons of PGs	1	0		It was planned for March 2023 but not completed; only technical preparation in process, targeting GESI focal persons in 11 ministries.
O6(P2-PPIU)	**O6**	**Output 6: PGs manage provincial public administration functions more effectively.**				
108 (P2-PPIU)	6.15	Organize orientation workshop to provincial officials on the provincial internal control system of PG	1			Internal Control System Guidelines was approved last year; this year ICS book binding completed; orientation completed together with FRA orientation. 3-day event (one day for office head; 2 days for other personnel) for 94

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						participants of province ministries and agencies
115 (P2-PPIU)	6.20	Prepare E-Governance Master Plan of PG	1	1		Developed new TOR by engaging principal secretary, secretaries, PPD and PPM; RFP floated; 4 out of listed 14 firms submitted; LoI issued. To be completed by May.
O12 (P2-PPIU)	O12	**Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs**				
296 (P2-PPIU)	12.1	Conduct orientation on IPF to PG and LGs' stakeholders	5	11	Completed	Conducted on-day orientation sessions to 136 palika*5 pax – Mayor, Deputy, CAO and others. Concept notes – 24; Awarded: 7
304 (P2-PPIU)	12.3	Implement IPF schemes in LGs	1	7		Four projects of 2021/22 (two cancelled); Award of 7 new schemes (in Jan 23) through decision of PCC
311 (P2-PPIU)	12.4	Conduct monitoring of IPF project implementation at LGs	10		Ongoing	Held regularly by PPIU/OCMCM Madhesh personnel
O15&16: (P2-PPIU)	O15, O16	O15. Operational, & O16. Machinery & Equipment				
493 (P2-PPIU)	15.1	Operation Cost for PPIU	1			Ongoing
507 (P2-PPIU)	16.1	Machinery and equipment cost for PPIU	1			Ongoing
		5. PGGG – Madhesh Province				**TPM 2nd & 3rd Report Remarks**
O7 (P2-PCGG)	O7	**Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.**				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
146 (P2-PCGG)	7.2	Construct new physical infrastructure for PTRC	1	partially		Not completed/ only partially done (boundary wall etc). A DPR for the maintenance of PRTC residence building, gate, parking and boundary wall was planned last year. However, the DPR has not been made available to PRTC. PRTC requested OCMCM about the DPR, but no response received. Procurement process was confusing to the PRTC team, who was not fully confident on how to go forward on this.
152 (P2-PCGG)	7.4	Prepare a long-term strategic/ business plan of PRTC	1	0		Not completed. Negotiation with NASC for the plan, and initial agreement on G-to-G basis and an agreement was signed by NASC (but subsequently not by PRTC, as internal process did not clear this through). Seems to have been aborted.
155 (P2-PCGG)	7.5	Organize capacity building training for PRTC's and OCMCM officer level staffs on General facilitation ToT	1	1		Completed. Commissioned to NASC, one-week training in Feb. Total 25 pax (M 23, F 2).
160 (P2-PCGG)	7.6	Organize coordination meeting with CD stakeholders	2	0		The meeting was expected in early 2023 ("near future" reported in 2nd report consultation) but did not happen. Only informal meetings held. No report available.
162 (P2-PCGG)	7.7	Organize cross sharing and learning visit for PCGG officials	1	0		It was planned to visit Karnali and Sudurpaschim (June), but not happened. TA team not sure if it will happen.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
173 (P2-PCGG)	7.14	Establish resource center at PCGG (establish and operationalize Provincial Resource Centre/ Library)	1	partial		Some work last year, but delayed due to confusion on model. Currently work is going on future, book rack, etc.
175 (P2-PCGG)	7.15	Prepare DPR of PRTC	1	0		Not completed. Confusion in PRTC. It's believed that OCMCM paid for DPR last year, but the file was taken over by CIAA for review/investigation. PRTC has posed a query to OCMCM, but response not received. Chief Minister is urging PRTC to do it, but work has not progressed, due to lack of commitment or initiative. Less confidence on leadership on how to mobilize public servants in PRTC.
O8 (P2-PCGG)	O8	**Output 8: Modernized LGs have strong administrative systems and accountable public financial management system**				
181 (P2-PCGG)	8.3	Prepare Revenue Improvement Action Plan (RIAP) of LGS	54	44		Agreement with 44 of planned 54 LGs for RIAP preparation. RIAP prepared in 33 and funds disbursed, but 11 LGs unable to do so. There was 20% cost sharing from LGs.
187 (P2-PCGG)	8.4	Prepare Capacity Development Plan of LGs	41	21		Agreement with 30 of planned 41 LGs for CD plan preparation; 21 LG completed CDs and are under

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						review. There was 20% cost sharing from LGs.
194 (P2-PCGG)	8.5	Prepare Periodic Plan of LGs	14	4		After initial confusion about the procurement, PP preparation agreement concluded with 4 LGs. Reports expected by June end.
202 (P2-PCGG)	8.7	Conduct orientation on MTEF to newly elected representatives and officials	136	136		Three-day orientation held - Day 1 for Mayor, Deputy and CAO, and Day 2&3 for others in LG.
208 (P2-PCGG)	8.8	Organize refresher/follow-up training for the implementation of LISA	136	136 LGs	136 LGs in eight events at district level	136 LGs in eight events at district level. Funds from Heading 8.11 used. LISA and FRA refreshers mixed together.
215 (P2-PCGG)	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	40	NA		2 days ICS orientation conducted in Melauli Mun, Shwantha RM and Bitthdachir RM and ICS directive will endorsed in the next EC meetings.
220 (P2-PCGG)	8.11	Organize refresher/follow-up training to the elected representatives and staffs of LGs on implementation of FRA	136	136	136 LGs in eight events at district level	Eight orientations – 4 persons from each Palika ref FRA manual (LISA–8.8—also included)
O9 (P2-PCGG)	O9	**Output 9: LG systems enable horizontal and vertical accountability to all citizens**				
235 (P2-PCGG)	9.2	Organize workshop for PG and LGs' representatives to explore priorities in various sectors contributing to SDGs for vertical cooperation agreement among PG and LGs	2			Not completed, even though advance funds taken for the event. The Chief Minister changed the schedule at the last hour.
240 (P2-PCGG)	9.3	Organize Inter-LG Workshop on Collaborative Leadership and Dialogue to explore common priorities for horizontal Cooperation agreement	2			Under plan. Near future.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O10: (P2-PCGG)	O10	**Output 10: LG systems mainstream GESI in their service delivery**				
245 (P2-PCGG)	10.1	Support LGs to contextualize and/or adapt GESI mainstreaming strategy prepared by MoFAGA and get endorsed by LGs	88	46		24 completed last year; this year, agreement with 68 LGs, but GESI strategy prepared by 46 LGs only (deadline already crossed).
249 (P2-PCGG)	10.2	Conduct GESI Audit in LGs	68			Not completed; Proposal prepared; content ready; but work not completed.
257 (P2-PCGG)	10.4	Conduct capacity building ToT on Gender Responsive Budgeting (GRB) for Local Resource Persons (LRPs)	1	1		Proposal ready; plan to train 32 people. But it did not happen as GESI audit was not completed.
258 (P2-PCGG)	10.4	Conduct orientation on Gender Responsive Budgeting (GRB) for LGs	86	65		Completed in six districts, but work in two districts (Dhanusha and Mahottari) not undertaken – Orientations for Mayor, Deputy, CAO and GESI focal person.
272 (P2-PCGG)	10.9	Celebrate national /international days (Celebrate various National/ International days i.e., international women's day, 16th day of activism against VAW, International Day of Girls child, menstruation day etc.)	4	2		Two events - Violence against Women (VAW) –held in schools. In other events, collaboration but no funding.
274 (P2-PCGG)	10.10	Conduct capacity building training on their roles and responsibilities to ensure GESI in local level planning to LG's GESI Focal persons	2	0		Not completed. Reason NA.
O11(P2-PCGG)	O11	**Output 11: LG systems enable citizen engagement and inclusive participation**				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
294 (P2-PCGG)	11.7	Organize workshop on Multi-stakeholders' Dialogue on citizen engagement in the local development process in coordination with NARMIN and MuAN at provincial level	3	0		Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.
320 (P2-PCGG)	13.1	Conduct capacity building training on Federalism and constitutional provisions, parliamentary process, legislations, policies of the provincial government to Member of provincial assembly	3	0		Not happened. Was planned for Magh 9-11, but procurement did not move forward. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.
O13 (P2-PCGG)	O13	**Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services**				
321 (P2-PCGG)	13.1	Conduct capacity building training on Quality Control, public procurement (EGP) and organization management to PG's engineers	1	0		Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.
322 (P2-PCGG)	13.1	Conduct capacity building training to district-based staffs of PGs on Public procurement and planning aligned with LG/PG	2	0		Not happened. Three main reasons: a) lack of hostel and physical facilities; b) challenging to conduct activities in hotel; and c) clearance of advance funds for these activities are cumbersome to PRTC admin team.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
323 (P2-PCGG)	13.1	Conduct capacity building training on relevant thematic areas to the representatives and staffs of provincial level Commissions, Committees (including Dalit Dev. Comm.) Institutions, Authorities etc.	2			NA (in original ASIP PDF file). Training to provided to PG staff (on Personal Information System)
324 (P2-PCGG)	13.1	Conduct capacity building training to PG's representatives and staffs on contemporary subjects as per the demand of PG	1	1		According to demand
362 (P2-PCGG)	13.3	Organize workshop on Collaborative Leadership and Dialogue (CLD) for elected representative and senior bureaucrats at PG level (related to federalism implementation)	2			Did not happen. Proposal prepared but could not fix the date.
365 (P2-PCGG)	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	2	0		Not done. Envisioned for a week-long training for staff recommended from Provincial Public Service Commission. No recommendations / nomination.
369 (P2-PCGG)	13.5	Conduct in-service training for Provincial Staff	4	3		Three of four completed. Officers and non-officers training, each for 30 working days.
O14 (P2-PCGG)	O14	**Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services**				
392 (P2-PCGG)	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	3		All three completed – conducted in Lahan, Jaleshwar and Rautahat in clusters. Attended by LG engineers and sub-engineers.
393 (P2-PCGG)	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3	0		Not done. Proposal was ready to train Ward Secretary, but did not happen.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
394 (P2-PCGG)	14.1	Conduct capacity building training on Quality Control, public procurement (EGP) and organization management to LG's engineers	3			Not completed - Training on electronic government procurement (EGP).
395 (P2-PCGG)	14.1	Conduct capacity building training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for Local Resource Persons	1			Not completed - ToT for elected representatives – one planned. But MoFAGA carried out and no further need.
396 P2-PCGG	14.1	Conduct capacity building training on role and responsibilities of LGs representatives, planning & monitoring, revenue generation and law making for newly elected representatives of LGs	32	28		Planned 8 districts*4=32. Seven districts (28) events completed. Sarlahi district due.
397 P2-PCGG	14.1	Conduct Capacity Building Training on demand-base to Local Level	2			Conditional on demand.
398 P2-PCGG	14.1	Conduct capacity building training on findings of LISA and CD plan along with other contemporary demand for representatives and staffs of LGs	1	0		Not completed, even though training on LISA and CD Plan was reported by TA team to be on high demand.
399 P2-PCGG	14.1	Conduct capacity building training on public procurement and financial management for procurement unit members of LGs	8			Not completed, even though training on public procurement was reported by TA team to be on high demand.
400 P2-PCGG	14.1	Conduct capacity building training on building code to newly recruited Engineers of LGs	2	2		Two of two (planned) completed in clusters.
401 P2-PCGG	14.1	Conduct capacity building training on effective operationalization of Judicial works, planning & Monitoring and Revenue Projection to judicial committee members	6	0		Not done. Proposal prepared; preparation was underway, but not completed.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
402 P2-PCGG	14.1	Conduct capacity building training on transformative leadership and planning for elected women representatives from Dalit, ethnic priority groups and others	4			Not done. Proposal prepared; preparation was underway, but not completed.
403 P2-PCGG	14.1	Conduct capacity building training on e-Governance to ITOs of LGs	2			Not done. Proposal prepared; preparation was underway, but not completed.
404 P2-PCGG	14.1	Conduct capacity building training on SDG localization for elected representatives and LGs staffs	8			Not done. Proposal prepared; preparation was underway, but not completed.
405 P2-PCGG	14.1	Conduct capacity building training on service delivery (Social security, Vital Registration, Planning Process, and citizen engagement) forward secretaries and ward chairperson of LGs	20			Not done. Proposal prepared; preparation was underway, but not completed.
471 P2-PCGG	14.3	Organize Workshop on Appreciative planning and Action (APA) for elected representatives and staffs of LGs to facilitate planning and budgeting on time	4	0		Not done. Planned for six LGs, as they were unable to agree on plan and budget for their LGs (leading to government closure). As of June 2023, the situation persists in two LGs in the Province.
474 P2-PCGG	14.4	Conduct pre-service training (service entry training) for newly recruited LGs staffs (Officer level 4th, 5th, and 6th)	2	0		Not done. No recommendation of newly recruited staff not received from Provincial Public Service Commission
479 P2-PCGG	14.5	Conduct in-service training to LGs staff	2	1		One completed. Training provided to 35 pax of level 4 to level 6 staff; completed in June.
484 P2-PCGG	14.6	Prepare CD manuals, curriculum, and training materials through PCGG	2	0		Not developed; initial arrangement with NASC, but due to problem with another

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						agreement (from PRTC and NASC), this activity did not move forward.
486 P2-PCGG	14.11	Conduct orientation on environment friendly local governance framework	4	0		Not done. Proposal prepared; preparation was underway, but not completed.
15 & 16 P2-PCGG	15 & 16	15. Operational & 16. Machinery & Equipment				
498 P2-PCGG	15.2	Operation Cost for PCGG	1			
512 P2-PCGG	16.2	Machinery and equipment cost for PCGG	1			
		6. PPIU - Bagmati				**TPM 2nd Report Remarks**
O4 P3-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
32 P3-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	4		Concept paper prepared; worked on committee "task group" model; taken charge by Law Secretary • Study on Cooperative law • GRB Guideline • FRAAP implementation • GESI Guideline
41 P3-PPIU	4.4	Conduct orientation/ interaction programme on law drafting for Province assembly members	1	1		Concept note prepared; will finish by Magh
O5 P3-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
53 P3-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	3		Three completed • PLGSP progress briefing • Fund release of last year and IPF progress • Selection of three new IPF projects; fund release recommendation. One more will be needed.
68 P3-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3			It did not succeed last year. This year, TOR for work in three ministries prepared. But Ministry not defined. But it requires GRB guidelines first.
80 P3-PPIU	5.16	Develop and endorsed GRB guideline for PG	1	1		TOR for the work prepared.
O6 P3-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
103 P3-PPIU	6.2	Implementation of e-governance master plan	1			E-GMP is under the process of development; it takes four months. Once the Master Plan is prepared, this will go into implementation.
109 P3-PPIU	6.15	Strengthen internal control system of PGs (Prepare Internal control guideline of ministries and establish IC system as per guideline)	1	1		One-day ICS orientation completed for the implementation of ICS Guidelines
117 P3-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1		FRA Guideline was prepared last year. Orientation to be carried out once PCU prepares online template.
123 P3-PPIU	6.29	Organize in-country experience sharing visit for the PG officials	1			Expected in Magh – visit to Koshi and Madhesh provinces.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
126 P3-PPIU	6.30	Organize consultations/ interactions workshop at PG (Organize trimester/semi-annual/annual progress review/ planning meeting including PPD/PPM/ED at PG level)	4	2		Two progress reviews completed.
127 P3-PPIU	6.30	Organize consultations/ interactions workshop at PG (Organize pre-planning meeting for FY 2079/80 with PG ministries	1			Once relevant directive is received.
132 P3-PPIU	6.34	Workshop on governance strengthening and service delivery system of PG ministries	1			Planned for May/June
135 P3-PPIU	6.38	Review implementation of Periodic Plan, RIAP and CD plan	2			TOR is ready. To be carried out later.
O12 P3-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
297 P3-PPIU	12.1	Conduct orientation on IPF guideline to IPF board members, provincial and LG stakeholders	4	4		For 119 LGs, orientations conducted in four clusters – two in Sept, and two in October
305 P3-PPIU	12.3	Implement IPF schemes in LGs	1	11		8old IPF projects + 3 new = 11. Of 8, seven received full release 8th and 3 new ones (60% release) New concept notes – 10; Full proposal – 5; Selection – 3; MoU on Push 20 – 60% budget released
15, 16 P3-PPIU	15, 16	15. Operational, 16. Machinery & Equipment				
494 P3-PPIU	15.1	Operation Cost for PPIU	1			-
508 P3-PPIU	16.1	Machinery and equipment cost for PPIU	1			-

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		7. PCGG – Bagmati Province				**TPM 2ⁿᵈ Report Remarks**
O7 P3-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
142 P3-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	1			Renovation - Hall, canteen, toilet, park
147 P3-PCGG	7.2	Construct new physical infrastructure for PCGG (Training Hall and hostel)	1			Issue of land ownership for the construction– the land is owned by LDTA and not under PCGG. Confusion around Hetauda or Kathmandu.
153 P3-PCGG	7.4	Develop Business /Strategy plan of PCGG	1			Concept note and TOR in draft phase. TOR under progress. Will finish.
156 P3-PCGG	7.5	Conduct training on different thematic areas to PCGG staff	2			Not started. May need some modality change, as frequent staff transfer tends to be the issue.
167 P3-PCGG	7.8	Prepare CD training materials for PCGG (training materials & curriculum)	1			Work started; hall identified; procurement of materials to start later
O8. P3-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
188 P3-PCGG	8.4	Prepare Capacity Development Plan of LGs	20			EoI notice issued; 51 EOI responses received and under assessment. The work will be in three clusters.
195 P3-PCGG	8.5	Prepare Periodic Plan of LGs	10			RFP prepared and issued, with Magh 27 as deadline. Then the bids will be assessed, and awards issued.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
200 P3-PCGG	8.6	Implementation support for RIAP	20			Demand collection from LGs – total 18 LGs have placed their demand. Experts will be mobilized for RIAP.
203 P3-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	30			Concept note is prepared; Coaching and mentoring methods; targeted participants - 30
209 P3-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA	4	119	FRRAP and LISA orientation programme was jointly conducted at district level.	Remark: "there was some mistake in budget"
221 P3-PCGG	8.11	Support LG for FRRAP	119	119	One day programme for Mayor and CAO. Likewise, two days programme conducted to the ITO, Accountant/officer	Out of 119 LGs, FRA results published for 56 LGs. Training will be conducted in district HQ.
O9. P3-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
228 P3-PCGG	9.1	Support LGs in implementing Social Accountability	50	72 LGs	Programme on two cluster will be conducted soon.	50 LGs were targeted; but because it was not done last year, will cover all 119 palikas. Starting in few days from Kavre, Chitwan.
O10. P3-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
250 P3-PCGG	10.2	Conduct GESI Audit	30		Procurement document prepared yet to be finalized implementation modality.	RFP prepared; RFP call under process. In this around 25% of work involves visit to or work in the Palika level. There will be clustering – 10 palika * 3 clusters = 30 LGs.
255 P3-PCGG	10.3	Conduct Orientation on implementation of GESI Strategy to LGs	3		will be organized from 12 March 2023.	Planned for Mayor/Chair, CAO (not focal person)

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
259 P3-PCGG	10.4	Conduct GRB analysis/audit of LGs	25		All the documents submitted to the concerned authority.	Concept note prepared; will move ahead
260 P3-PCGG	10.4	Conduct orientation on GRB to elected representatives and staffs of LGs	20		Proposal prepared and forwarded for administration process.	Concept note prepared; Officer assigned.
268 P3-PCGG	10.7	Formulate model policy/orientation on senior citizen, child, and disadvantaged citizens	25			Concept note prepared; Officer assigned; under process.
275 P3-PCGG	10.10	Conduct capacity development training on GESI Activities to GESI Focal Person	4	4		Training completed in four clusters; report available.
279 P3-PCGG	10.11	Conduct MTOT on GESI/GRB/CFLG/inclusion to LGs	1		Proposal prepared and forwarded for administrative process.	Concept note prepared; to be held in Kathmandu
283 P3-PCGG	10.13	Organize Workshop (learning & Sharing) on GESI Audit, GESI Strategy and GRB	10	5		Five workshops, involving ten districts
285 P3-PCGG	10.14	Conduct Orientation on CFLG to LG representatives	3		Proposal prepared.	Concept note prepared; under process.
286 P3-PCGG	10.15	Conduct training on LED to Local Level Women Representatives (Inclusive cluster)	5		Proposal prepared.	Budget was confusing to the PCGG team in Lalitpur
O11. P3-PCGG	O11.	Output 11: LG systems enable citizen engagement and inclusive participation				
289 P3-PCGG	11.3	Support LGs on Grievance handling mechanism	1			Planned for April
293 P3-PCGG	11.6	Collect and publish Best Practices of LGs	2			Not started. Considered for June. Media will be mobilized.
O13.	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
325 P3-PCGG	13.1	Conduct training on Procurement for PG staff	1	1 event		Completed. Total 197 participants

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
326 P3-PCGG	13.1	Conduct motivational, behavioral and stress management training for PG entities	2	2 events		One completed by Jan; another planned.
327 P3-PCGG	13.1	Conduct capacity building training for PG staffs (on demand base)	10			Demand collection was ongoing; PCGG Management Committee will decide.
328 P3-PCGG	13.1	Conduct capacity development training on PAMS for PG entities	1	5 events		Five completed in support of FCGO.
329 P3-PCGG	13.1	Conduct capacity development training on Courtesy and corporate behavior to support staff of PGs	2	1 event		One of two completed; the second to be completed in Falgun
330 P3-PCGG	13.1	Conduct capacity building training (ToT) on Public Service Delivery and good governance	2			Under initial discussion – expected to be outsourced.
360 P3-PCGG	13.2	Conduct orientation on GESI to members of Provincial Assembly	2			Initial discussion only. To be done.
370 P3-PCGG	13.5	Conduct in service training for PG staff	2	1 event		Two more events to be planned.
377 P3-PCGG	13.8	Conduct Learning /Exposure Visit for PG	1			To be held in two groups – visit to Koshi Province and Lumbini (Nepalgunj).
O14. P3-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
406 P3-PCGG	14.1	Conduct capacity building training on Risk Sensitive Land Use Plan, MTMP and Building bylaws	3			Initial discussion held. Concept note to be prepared in Falgun.
407 P3-PCGG	14.1	Conduct training on SWM, Heritage Management & Environmental Studies	2	1	Training on heritage management to be planned.	SWM (solid waste management) training conducted
408 P3-PCGG	14.1	Conduct training to LG staff on IEE	2			Completed. 25 Palika staff covered.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
409 P3-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	3	2 days training was conducted.	Completed.
410 P3-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3			Requires the support of DoNIDCR. Expected in April
411 P3-PCGG	14.1	Conduct capacity development training on judicial committee of LGs	8	7		Seven events completed for 119 palikas – 3 persons from each. Also need training for civil service staff in LGs (for judicial matters).
412 P3-PCGG	14.1	Conduct Capacity Building Training on training on Effective Service Delivery at Ward level to officials and elected representatives	6	1		Training to ward chair and secretary; training will be held in six clusters; will start next week.
413 P3-PCGG	14.1	Conduct Capacity Building Training on training on Public Procurement Management for elected rep and staff of LGs	4	4		Completed
414 P3-PCGG	14.1	Conduct capacity development training on basic service delivery to ward committee members	30	20	Kathmandu, Lalitpur and Bhaktapur.	Total 823 ward representatives participated; remaining in Kathmandu, Lalitpur and Bhaktapur. There is problem of budget on this activity – allocation is less than required.
415 P3-PCGG	14.1	Conduct capacity development training on Public Administration and Fiscal Accountability Training to Local Representatives	40		Proposal prepared.	Concept note prepared, budget detailing under process. Plan is to conduct for Mayor, Deputy, Ward Chair. It will involve two-day MTOT, followed by mobilization.
465 P3-PCGG	14.2	Conduct orientation for local level public representatives and staff related to building construction code of conduct, building permit (electronic	3			Not progressed.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		permit system), and building construction law.				
466 P3-PCGG	14.2	Conduct orientation on EFLG, Climate Change and DRRM to LGs	4		Proposal prepared.	-
475 P3-PCGG	14.4	Conduct pre-service training to (induction training) to newly recruited LGs staffs.	13	10	The induction training will be planned for 7 group very soon.	Eight completed; two upcoming
480 P3-PCGG	14.5	Conduct in-service training to LGs staff	3	1	Training to the officer level 6th will be planned.	This training was considered excellent – its curriculum was appreciated by MoFAGA and has been used elsewhere as well. In the past, this training was conducted only by NASC.
487 P3-PCGG	14.11	Conduct orientation on (EFLG) to LGs officials and elected representatives	2			No progress so far; to start in April-May
488 P3-PCGG	14.12	Conduct Capacity development training for ITOs for collecting and analyzing socio-economic data	2		Prepared proposal and forwarded for administrative process.	Planned for Falgun
15 & 16 P3-PCGG	15 & 16	Operational and Machinery & equipment				
499 P3-PCGG	15.2	Operational Cost PCGG	1			
513 P3-PCGG	16.2	Machinery & Equipment	1			
		8. PPIU – Gandaki Province			**PCU Monitoring Records XL**	**No TPM Consultation for FY 22/23**
O4. P4-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
33 P4-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PLGs	7	5		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
40 P4-PPIU	4.3	Prepare draft law on concurrent rights of province and local levels in consultation with local levels	2	2	2 Acts under drafting process	
45 P4-PPIU	4.9	Enter PG laws in improved Nepal Act APP	1		Due to the PCU entry in LMBIS, the title is different as approved by PCC, and caused problem to complete the activities. Hence, the title is underway to update by MoF (federal).	
O5. 54 P4-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
54 P4-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	2	PC Council meeting is also completed	
63 P4-PPIU	5.8	Update and execute accountability tools (Public hearing on the service flow of the district offices of the Province Ministries)	6		RfP circulated for consultant hiring	
69 P4-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3	5	GESI Audit is underway in 6 Ministries by consultants	
73 P4-PPIU	5.14	Conduct Coordination Meeting with Development Partners and other stakeholders	2	1		
84 P4-PPIU	5.26	Dissemination of the success practices of PLGSP / Province Government	1		Concept note prepared	
86 P4-PPIU	5.27	Organize workshop between Province Government agencies and Province Assembly Committees on their role and functions	3	1	Cabinet ministers have attended the orientation	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
89 P4-PPIU	5.30	Learning exchange/discussion Meeting of Province Government officials (Inter-Province CM meeting, Principal Secretary meeting, Policy Planning Commission meeting)	1			
90 P4-PPIU	5.30	Province Government Planning and Periodic (Annual, Quarterly) Review Meeting	3	1		
92 P4-PPIU	5.36	Organize inter province learning and sharing visit for provincial officials (Learning sharing and Benchmarking practice visit)	1		Concept note and visit indicators finalized	
O6. P4-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
95 P4-PPIU	6.1	Implementation of activities under e-Governance Master Plan to strengthen the information technology systems of Gandaki.	1	1	PIS orientation completed; Monitoring software underway to update	
113 P4-PPIU	6.19	PGs strengthen local governance programme through mobilization of experts (Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)	20	20	Mobilized to field	
118 P4-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1			
134 P4-PPIU	6.37	Organize workshop on issue-based discussion on intergovernmental coordination, cooperation, and interrelationship regarding implementation of federalism	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
136 P4-PPIU	6.38	Preparation of Gandaki Province profile, including social and economic indicators	1		Underway to completion	
O12.	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
298 P4-PPIU	12.1	Conduct orientation on IPF guideline to IPF board members, provincial and LG stakeholders, LGs elected officials	5	5	Completed	
306 P4-PPIU	12.3	Implement IPF schemes in LGs	1	13	Under execution	
312 P4-PPIU	12.4	Conduct monitoring of IPF project implementation at LGs	1	1	Completed	
15&16. P4-PPIU	15&16	Operational & Machinery & Equipment				
500 P4-PPIU	15.2	Operation Cost for PCGG	1			
514 P4-PPIU	16.2	Machinery and Equipment	1			
		9. GPTA - Gandaki			**PCU Monitoring Records XL**	**No TPM Consultation for FY 22/23**
O7. P4-PPIU	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
148 P4-PCGG	7.2	Construct new physical infrastructure for PCGG (GPTA)	1		structure of 3 story building completed	
157 P4-PCGG	7.5	Organize capacity building training for PCGG's staffs	1			
168 P4-PCGG	7.8	Prepare Training Modules and SOP	3	1		
171 P4-PCGG	7.12	Update website of GPTA	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
172 P4-PCGG	7.13	Conduct study on effectiveness of capacity building training delivered by GPTA	1			
177 P4-PCGG	7.17	ISO audit and workshop	1			
O8 P4-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
182 P4-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGS	15	4 LGs		
189 P4-PCGG	8.4	Prepare Capacity Development Plan of LGs	15	4 LGs		
196 P4-PCGG	8.5	Prepare Periodic Plan of LGs	5			
204 P4-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	6	85 LGs		
210 P4-PCGG	8.8	Organize refresher/follow up training for the Quality Assurance for LISA implementation.	2	85 LGs		
216 P4-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	10			
222 P4-PCGG	8.11	Organize refresher/follow up orientations/ interactions/ Quality Assurance for FRA implementation.	17	78 LGs		
O9. P4-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
229 P4-PCGG	9.1	Support LGs to implement social accountability (downward accountability tools and mechanisms - public hearing, social audit)	24			
230 P4-PCGG	9.1	Support LGs to implement social accountability (conduct interaction/workshop for horizontal accountability with sectoral committees of LGs on their roles and responsibility)	6			
O10. P4-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
246 P4-PCGG	10.1	Prepare GESI mainstreaming strategy of LGs. and get endorsed by LGs	20	2 LGs		
251 P4-PCGG	10.2	Conduct GESI Audit in LGs	20	20 LGs		
261 P4-PCGG	10.4	Conduct orientation on GRB to elected representatives and staffs of LGs	6	6 events		
264 P4-PCGG	10.5	Conduct orientation on implementation of code of conduct on workplace harassment.	4			
269 P4-PCGG	10.7	Organize capacity building training on GESI to women, Dalit, Child Senior Citizen and Disabled Person (CSCDP) and other disadvantaged groups for LGs	5			
273 P4-PCGG	10.9	Day Celebration	1	2 events		
276 P4-PCGG	10.10	Conduct capacity development training on ToR of GESI focal person of LGs	3	3	orientation events	
280 P4-PCGG	10.11	Conduct capacity development training on GESI friendly legal system and psychosocial support for Judiciary committee's members of LGs	4			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O13. P4-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
331 P4-PCGG	13.1	Conduct capacity development on Public Procurement to PG's staff	4	4 events		
332 P4-PCGG	13.1	Conduct capacity development on data management to health sector staffs of PG	1			
333 P4-PCGG	13.1	Conduct capacity development for drivers of Ministries and PG's offices on safety and security.	1	1 event		
334 P4-PCGG	13.1	Conduct capacity development on hospitality management to support staff of Ministries and offices	1	1 event		
335 P4-PCGG	13.1	Conduct capacity development on DPR to PG's staff	1			
336 P4-PCGG	13.1	Environmental Impact Assessment Training (EIA / IEE) for PG staffs	1	1 event		
337 P4-PCGG	13.1	Conduct capacity development on computer and networking for computer operators of PG	1			
338 P4-PCGG	13.1	Conduct capacity development on organizational management for office chief / administrative officers of PG's offices in the district.	1			
339 P4-PCGG	13.1	Conduct capacity development on Tender Management Cycle (preparation evaluation and agreement) for PG's staff	1			
340 P4-PCGG	13.1	Conduct capacity development training (refresher) on Monitoring system to PG's staff	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
341 P4-PCGG	13.1	Conduct capacity development training on capacity development of members / staff of Provincial Child Right Council and Committee.	1	1 event		
O14. P4-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
416 P4-PCGG	14.1	Conduct capacity development on transformative leadership building of elected women leaders of LGs	6			
417 P4-PCGG	14.1	Conduct capacity development training on public procurement for staff of LGs	8			
418 P4-PCGG	14.1	Conduct capacity development training on Fiscal Federalism and Revenue Management for elected representatives	6			
419 P4-PCGG	14.1	Conduct capacity development training on planning process and monitoring for Ward Committee members and staff	11	11 events		
420 P4-PCGG	14.1	Conduct capacity development training (ToT) on planning process and monitoring	1	1 event		
421 P4-PCGG	14.1	Conduct capacity development training on Environment Impact assessment and Initial Environment Examination for Technical staff of LGs	3	3 events		
422 P4-PCGG	14.1	Conduct capacity development training on Legal Procedure of Judicial Committee and Mediation for Judicial Committee's members and staff	4			
423 P4-PCGG	14.1	Conduct capacity development training on Local economic development for elected representatives and staff of LGs	5			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
424 P4-PCGG	14.1	Conduct capacity development training on Risk Sensitive Land Use Plan for elected representatives and staff of LGs	3			
425 P4-PCGG	14.1	Conduct capacity development training on Community Based Risk Management for elected representatives and staff of LGs	3			
426 P4-PCGG	14.1	Conduct capacity development training on IEMIS for staff of LGs (education section)	3			
427 P4-PCGG	14.1	Conduct capacity development training on vital event registration for staff of LGs	3	3 training events		
428 P4-PCGG	14.1	Conduct capacity development training on Law making process for elected representatives	2			
429 P4-PCGG	14.1	Conduct capacity development training on Forest Area Indulgence Right for elected representatives of LGs	2			
467 P4-PCGG	14.2	Conduct orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act for elected representatives of LG	5	5 Event		
15&16. P4-PCGG	15&16	Operational, Machinery & Equipment				
501 P4-PCGG	15.2	Operation Cost for PCGG	1			
515 P4-PCGG	16.2	Machinery and Equipment	1			
		10. PPIU - Lumbini				**3rd Round TPM Consultation Remarks**

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O4. P5-PPIU	**O4**	**Output 4: Provincial governments drafted legislation in a consultative manner**				
34 P5-PPIU	4.1	Formulate Acts, regulations, and guidelines of PGs	2	2	Public Hearing Guideline, Citizen Charter Management Guideline	Two guidelines prepared and approved by the OCMCM committee; under approval of the Lumbini Provincial Cabinet.
42 P5-PPIU	4.4	Draft laws in consultation with LGs	2	1	GRB Guideline SDGs Localization Guideline	GRB guideline approved by the Committee and under cabinet approval. However localization guideline was dropped as sufficient substantive content was not available from NPC or others.
O5. P5-PPIU	**O5**	**Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI**				
47 P5-PPIU	5.1	GESI audit of Provincial Ministries	13	13		GESI audit of 13 ministries of last year (this year, however, only 10 ministries exist) completed. Dissemination planned for 5th Jul 2023 (3-hour sessions). Includes assessment of policies, program and budget in 46 indicators. Draft report available.
55 P5-PPIU	5.4	Provincial Coordination Committee Meeting	4	2		Two of four PLGSP PCC meetings held – a) selection of 2 IPF schemes; b) Review and planning and updated progress to Hon'ble CM.
65 P5-PPIU	5.10	SDGs Localization Guideline printing and dissemination	1	0		Not carried out, as guideline could not be prepared (discussed above)

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
76 P5-PPIU	5.15	Conduct capacity building training on GESI/ GRB for GESI civil servants/GESI focal person of PGs	1	1	Conducted 3 days training to civil servants of provincial ministries and agencies.	GRB training conducted to 32 participants, involving GESI focal persons of provincial ministries and agencies/institutions.
82 P5-PPIU	5.18	GESI implementation guideline printing and dissemination	1	0		Not completed. The guideline was prepared last year and submitted several times, but under process of approval of the Council of Ministers. Printing is due.
83 P5-PPIU	5.25	Conduct Organization and Management study of PG	1			Conducted by OCMCM with its own resource. Work completed but PLGSP fund was not used.
O6. P5-PPIU	O6	**Output 6: PGs manage provincial public administration functions more effectively.**				
96 P5-PPIU	6.1	Upgrade Audit Arrear Software for full implementation	1	0	-	Not done. Old software was not quite used; not usable. TOR prepared but update work was not quite pursued. Principal Secretary also advised not to do it.
97 P5-PPIU	6.1	Strengthen IT based information management system in PGs through mobilization of IT network	1	2	-	Completed two activities: a) personal information system, and b) LG Integrated Portal.

Third - the Info Portal of Development Partners- was attempted but not completed. |
| 110 P5-PPIU | 6.15 | Develop internal control system guideline of PG | 1 | In-progress | | In progress. ICS Guideline is drafted through deliberations in the Task Force; but sharing and approval are due. Draft not available currently. |

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
114 P5-PPIU	6.19	Strengthen local governance programme through mobilization of experts (Volunteer mobilization for LG sectoral governance strengthening, service delivery and economic development)	10	8	5 IT and 3 Legal volunteers were mobilized.	Eight of 10 (planned) mobilized – five IT volunteers and three legal volunteers in PG ministries. Their contract terminated in Feb, and exit training on law-making, data analysis and public procurement provided.
119 P5-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	0		Not completed. The FRA guideline was prepared last year; concept note for FRA orientation prepared, but orientation event did not materialize.
128 P5-PPIU	6.30	Organize workshop/meeting at PG (with province and local government)	3	2	Organized review and planning workshop among OCMCM and concerned ministries.	Two of three events completed-Nov 3-4, 2022: Review of PPIU / PLGSP; and May 12-13: Learning of Implementation and Next round of planning.
O12. P5-PPIU	O12	**Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs**				
299 P5-PPIU	12.1	Conduct orientations on Innovative Partnership Fund (IPF) to the stakeholders	12	16	Conducted annual review workshop-1 event; concept note orientation-3 events; workshop on full proposal-1 event; IPF technical committee meeting-5 times.	Two IPF orientations conducted; One review meeting; 10 Technical committee meetings; proposal workshop 1.
307 P5-PPIU	12.3	Implement IPF schemes in LGs	1	10	MoU signed (FY 2078/79)-8 Schemes MoU signed (FY 2079/80)- 2 schemes	Two new schemes awarded in FY 2022/23; eight schemes from previous year. All funds disbursed for all schemes.
15&16. P5-PPIU	15 & 16	Operational, and Machinery & Equipment				
502	15.2	Operation cost	1			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
P5-PPIU						
516 P5-PPIU	16.2	Machinery and equipment, Furniture & Fixtures	1			
		11. PCGG - Lumbini				**3rd Round TPM Consultation Remarks**
O7. P5-PCGG	**O7**	**Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.**				
149 P5-PCGG	7.2	Construct new physical infrastructure for PTA	1			Not completed- the construction of administrative and training buildings. Tender issued (13 crore), but cancelled early July 2023. No budget secured for next year.
163 P5-PCGG	7.7	Inter provincial cross sharing and learning, observation and study visit for PTA and PPIU staff	1	1		Visit completed. Six-day visit of 13 participants of PCGG Nepalgunj to Sudurpaschim and Karnali for learning and sharing.
169 P5-PCGG	7.8	Develop and publication of the IEC materials for PTA (leaflet/brochure /learning materials/annual report)	1			
174 P5-PCGG	7.14	Strengthened and upgrade of the digital lab/knowledge management Center at PTA	1	0		Not done. Considered not necessary.
O8. P5-PCGG	**O8**	**Output 8: Modernized LGs have strong administrative systems and accountable public financial management system**				
183 P5-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGs	23	23		20 completed out of 23 planned. Conducted as G-to-G agreement with LGs.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
190 P5-PCGG	8.4	Prepare Capacity Development Plan of LGs	24	23		23 CD plans, out of 24 (planned) completed and submitted to PCGG
197 P5-PCGG	8.5	Prepare Periodic Plan of LGs	12	8		Eight of planned nine periodic plans prepared and submitted by LGs. Held sharing meeting at OCMCM. Note – budget was only for nine CD plans.
205 P5-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	5	5		Five MTEF orientation events were completed- Bardia (1), Dang (2) and Nepalgunj (2), covering 109 LGs of the province.
211 P5-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA	5	5		Five LISA refresher training held, for 2 persons from each of 109 LGs of the province.
217 P5-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	35	0		Not done. Work progress significantly halted after the transfer of PCGG ED in February, and as new ED (from April) also has responsibilities in OCMCM.
223 P5-PCGG	8.11	Refresher training and implementation of Fiduciary Risk Assessment in LGs.	50	109		Five refresher training conducted; covered 2 persons from each of 109 LGs of the province.
O9. P5-PCGG	**O9**	**Output 9: LG systems enable horizontal and vertical accountability to all citizens**				
231 P5-PCGG	9.1	Support LGs to implement social accountability (downward accountability tools and mechanism - public hearing, social audit client's satisfaction survey)	7	3		Three LGs have completed the events and claimed reimbursement under G-to-G arrangement. No claim from remaining four LGs- PCGG team not clear of what happened.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
236 P5-PCGG	9.2	Support LGs to strengthen vertical cooperation (organize workshop among PG and LGs to explore common priorities in various sectors contributing for vertical cooperation agreement)	4	0		Not conducted, due mainly to prolonged absence of PCGG ED.
O10. P5-PCGG	O10	**Output 10: LG systems mainstream GESI in their service delivery**				
252 P5-PCGG	10.2	Conduct GESI Audit in LGs	109	109		GESI audit conducted in 109 LGs, by mobilizing 37 consultants – one for three LGs. Consultants received 2-day orientation and monitored distantly.
262 P5-PCGG	10.4	Conduct orientation on Gender Responsive Budgeting (GRB) to newly elected representatives and staff of LGs	14	12		Nine GRB orientation events completed, covering all 12 districts and 109 LGs. NOTE. Budget was provisioned only for 12 events.
265 P5-PCGG	10.5	Conduct orientation on localization and contextualization of 'Code of Conduct to prevent workplace sexual harassment in LGs	15	0		Not done. Prepared concept note, TOR, LG selection, and a round of LG consultation. However, due to leadership transfer, the activity remained incomplete.
270 P5-PCGG	10.7	Organize orientation on child and disable friendly local governance to LGs	5	0		Not done. Prepared concept note, TOR, LG selection, and a round of LG consultation. However, due to leadership transfer, the activity remained incomplete.
277 P5-PCGG	10.10	Conduct capacity building training on GESI to the GESI Focal Person of LGs	4	4		Conducted four training to GESI FPs covering 78 LGs. The FPs developed action plans, and some started implementing them.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
O11. P5-PCGG	O11	**Output 11: LG systems enable citizen engagement and inclusive participation**				
287 P5-PCGG	11.2	Develop IEC materials to strengthen citizen engagement and inclusive participation.	1	0		Not done, mainly due to prolonged absence of ED in PCGG.
O13. P5-PCGG	O13	**Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services**				
342 P5-PCGG	13.1	Conduct capacity building training on their terms of reference for the support staff and drivers	2	2		Two training events completed on demand.
343 P5-PCGG	13.1	Conduct capacity building training on "Integrity, Morality and positive attitude and behavior: Knowledge and science" to elective representative and government officials	2	1		One of two planned training events completed; participation of district office heads of provincial ministries, total 72 participants.
344 P5-PCGG	13.1	Conduct capacity building training on different thematic areas as per demand for officials (Agriculture, Livestock, Health etc.)	2			One training on public finance management for a total of 12 persons including planning officers of provincial ministries and institutions, TA technical team in late June. Lesson: training to staff should not be done in June/July.
361 P5-PCGG	13.2	Conduct orientation on Hospitality Management and Dining Etiquette to provincial high level elective representatives and government officials.	1	1		Training on hospitality management and dining etiquette provided to 40 PG high level officials

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
366 P5-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	1	0		Not done. No new recruitments recommended by Provincial PSC, while it was expected by mid-May. Next year, four trainings will be required.
371 P5-PCGG	13.5	Conduct in service training for PG staff	1	1		A training conducted for 28 participants of levels 4 &5, mixed service group, for 30 working days.
375 P5-PCGG	13.6	Prepared capacity development plan of Office of Chief Ministers and Council of ministers (OCMCM) and province ministries.	2			
378 P5-PCGG	13.8	Organize inter-provincial level observation tour for provincial officials	1			
383 P5-PCGG	13.13	Develop curriculum modules for capacity building training for elected representatives and employees on need basis	4	1		One of four modules prepared (in IT networking). Remaining modules are engineering (2 modules) and Public Procurement (1).
385 P5-PCGG	13.16	Prepare Revenue Improvement Action Plan of selected province Ministries	1			
O14. P5-PCGG	**O14**	**Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services**				
430 P5-PCGG	14.1	Training on transformative leadership building to the newly elected/nominated women representatives from a marginalized community	4	0		Did not happen, due mainly to prolonged absence of the PCGG ED.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
431 P5-PCGG	14.1	Conduct capacity building training on DPR to the engineers/sub engineers of LGs	1	1		A training on DPR preparation conducted for LG engineers and sub-engineers for three days, with resource person from Infrastructure Authority.
432 P5-PCGG	14.1	Conduct capacity building training on suspension bridge for engineers/sub engineers of LGs	1	0		Not carried out, as LGs not responsible for suspension bridge
433 P5-PCGG	14.1	Conduct capacity building training on cost estimation, procurement management and quality control for engineers and sub engineers of LGs	2	1		One of two training events conducted. Participants 28 from LGs of three districts.
434 P5-PCGG	14.1	Conduct capacity building training on demand (based on the feedback of LISA, CD Plan, and LGs demand) to LGs representatives and office.	4	0		Not done.
435 P5-PCGG	14.1	Conduct capacity building training on result-based planning, budgeting, and monitoring to elected representatives and officials of LGs.	4	4		Four events completed for ward chairs in 3-day training of 12 sessions each. Total participants 128
436 P5-PCGG	14.1	Conduct capacity building training on transformative leadership training to elected representatives from Dalit women community and backward society	1	0		Did not happen, due mainly to prolonged absence of the PCGG ED.
437 P5-PCGG	14.1	Conduct capacity building training on natural disaster management training to LGs	1	0		Did not happen, due mainly to prolonged absence of the PCGG ED.
438 P5-PCGG	14.1	Conduct capacity building training on environment-friendly local governance	1	0		Did not happen, due mainly to prolonged absence of the PCGG ED.
439 P5-PCGG	14.1	Conduct capacity building training on the role and responsibility of ward chair	12	4		Four training events for ward chairs completed, by covering all

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		and ward secretary, social security, and quality service to LGs				districts – 173 participants (of 883 wards in total).
440 P5-PCGG	14.1	Conduct capacity building training on local economic development and entrepreneurship development to LGs	1	0		Not completed. Concept note and proposal ready, but approval due.
441 P5-PCGG	14.1	Conduct capacity building training on NBC, EBPS, building by-laws for engineers/sub engineers of LGs	2	1		One of two trainings conducted in Feb for 23 engineers.
442 P5-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	0		Not completed. Concept note and proposal ready, but approval due.
443 P5-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3	1		One of three training completed to 31 ward secretaries in Rukum in June.
444 P5-PCGG	14.1	Conduct capacity building training on IT for ICT officers /computer operators of LGs.	1			One training event completed for 27 IT officers of 27 LGs.
445 P5-PCGG	14.1	Conduct capacity building training on financial discipline to staff of account section of LGs (procurement management, Fiduciary risks reduction, financial accountability)	1	1		Training to 29 engineers and inventory personnel on financial discipline (including PFM, FRA)
446 P5-PCGG	14.1	Conduct capacity development training on federal governance system to elected representatives and officials of LGs	4	2		Two of four training events conducted for Mayors and provincial and federal parliamentarians on federal governance system.
447 P5-PCGG	14.1	Conduct capacity development training on Local Government Operation Act 2074 and roles and responsibility to elected representatives and officials of LGs	4	4		Four training events conducted for 173 ward chairs on LGOA provisions and ward chairs' roles.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
476 P5-PCGG	14.4	Conduct pre-service training to newly appointed staff	1	0		Pre-service training not carried out, as new recommendations from P-PSC was not available.
481 P5-PCGG	14.5	Conduct in-service training to LGs staff (Officers /Assistant level)	2	1		One of two in-service training completed. The approval of the content of officer level training is under process.
15&16. P5-PCGG	15 & 16	Operational & Machinery & Equipment				
503 P5-PCGG	15.2	Operation cost	1			
517 P5-PCGG	16.2	Machinery and Equipment	1			
		12. PPIU - Karnali			**PCU Monitoring Records XL**	**No TPM Consultation for FY 22/23**
O4. P6-PPIU	O4	Output 4: Provincial governments drafted legislation in a consultative manner				
35 P6-PPIU	4.1	Review Financial Procedure and Financial Accountability Act of the PG	1	1		
36 P6-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	6	6		
43 P6-PPIU	4.4	Conduct training on legislative process to the Provincial legislative members.	1	1	Event will be postponed due to president election	
O5. P6-PPIU	O5	Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI				
49 P6-PPIU	5.3	Support to conduct the Provincial Coordination Council meeting	2	2		
56 P6-PPIU	5.4	Conduct the Provincial Coordination Committee (PCC) meeting of PLGSP	4	4		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
70 P6-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	3	3		
74 P6-PPIU	5.14	Conduct coordination meeting with Development Partners (DPs) and other stakeholders	3	3		
77 P6-PPIU	5.15	Conduct capacity building training/ interaction on GESI/ GRB to GESI focal persons of PGs	3	3		
81 P6-PPIU	5.17	Upgrade Case Management System for Gender Based Violence	1	10		
85 P6-PPIU	5.26	Organize exposure visit for PCC members and secretaries/officials of PGs	1	1	Under the process	
87 P6-PPIU	5.27	Organize issues-based dialogue/workshop programs at provincial and local level (service delivery, intergovernmental cooperation, policy implementation, development coordination)	2	2	Under the process	
O6. P6-PPIU	O6	Output 6: PGs manage provincial public administration functions more effectively.				
98 P6-PPIU	6.1	Support to strengthen information technology-based system established under OCMCM	1	1	Ongoing	
104 P6-PPIU	6.10	Development of Information Management Mobile App of Provincial Assembly, Committee and Secretariat	1	1	70 % work completed	
106 P6-PPIU	6.11	Upgrade and operationalize the Advertising Management System and Information Management for Provincial Public Service Commission	1	1	40 % work progress	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
111 P6-PPIU	6.15	Formulate guideline /update and orient on Internal Control System of PG	1	1	Guideline formulated and orientation will be planned this month	
120 P6-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1	Orientation already plan waiting for portal form PCU	
122 P6-PPIU	6.27	Provide support to strengthen Local Governance (LG) by mobilizing legal mentors to support Judicial committee	5	12	Completed	
130 P6-PPIU	6.32	Organize Workshop and Prepare action Plan for the reduction of audit arrears of provincial government	2	1	Ongoing	
131 P6-PPIU	6.33	Prepare IT policy, guidelines, procedures for Provincial and local level	1	1	Under process	
137 P6-PPIU	6.38	Prepare revenue improvement plan of PG	1	1	Stage of MOU signing	
138 P6-PPIU	6.38	Prepare capacity development plan of PG	1	1	Ongoing procurement process	
O12. P6-PPIU	O12	Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs				
300 P6-PPIU	12.1	Conduct orientation on Innovative Partnership Fund (IPF) guideline to IPF board members, provincial and LG stakeholders	3	3	Completed	
308 P6-PPIU	12.3	Implement IPF schemes in LGs	1	12	Ongoing	
313 P6-PPIU	12.4	Conduct monitoring of IPF project implementation at LGs	7	7	Partially completed	

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
315 P6-PPIU	12.5	Knowledge management in IPF (Organize learning exchange workshop on Innovation at Province level)	1	1	Completed	
15 & 16 P6-PPIU	15 & 16	Operational and Machinery & Equipment				
495 P6-PPIU	15.1	Operation Cost for PPIU	1			
509 P6-PPIU	16.1	Machinery and equipment cost for PPIU	1			
		13. PCGG - Karnali			**PCU Monitoring Records XL**	**No TPM Consultation for FY 22/23**
O7. P6-PCGG	O7	Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.				
143 P6-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	2			
150 P6-PCGG	7.2	Construct new physical infrastructure for PCGG	1			
154 P6-PCGG	7.4	Prepare a long-term strategic/ business plan of PCGG	1			
164 P6-PCGG	7.7	Organize cross sharing and learning visit for PCGG officials	1			
O8 P6-PCGG	O8	Output 8: Modernized LGs have strong administrative systems and accountable public financial management system				
184 P6-PCGG	8.3	Prepare Revenue Improvement Action Plan (RIAP) of LGS	10	10 LGs		
191 P6-PCGG	8.4	Prepare Capacity Development Plan of LGs	10	10 LGs		
198 P6-PCGG	8.5	Prepare Periodic Plan of LGs	5	5 LGs		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
206 P6-PCGG	8.7	Conduct orientation on MTEF to newly elected representatives and officials	2			
212 P6-PCGG	8.8	Review of LISA result with newly elected representatives and CAOs	4	79 LGs		
224 P6-PCGG	8.11	Organize refresher/follow-up training for the implementation of FRRAP	35	79 LGs		
226 P6-PCGG	8.12	Develop DRR mapping and Climate Change Strategy Plan of LGs	5			
O9. P6-PCGG	O9	Output 9: LG systems enable horizontal and vertical accountability to all citizens				
232 P6-PCGG	9.1	Introduce Social Accountability Tools (Annual budget tracking, PETS, Public hearing, CSCR, etc.) 20 LGs	20			
237 P6-PCGG	9.2	Organize workshop on vertical cooperation for Local Economic Development between PGs and LGs	8	ToT completed		
241 P6-PCGG	9.3	Organize inter LGs learning and sharing workshop at cluster/province level and publication of Good Practices of LGs.	5			
242 P6-PCGG	9.3	Support LGs to strengthen horizontal cooperation (Provide support for horizontal cooperation agreements between/among LGs on common issues- waste management, water management, environment, and fire brigade)	4			
O10. P6-PCGG	O10	Output 10: LG systems mainstream GESI in their service delivery				
247 P6-PCGG	10.1	Organize GESI mainstreaming orientation to newly elected representatives (79 LGs)	30	17 LGs		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
248 P6-PCGG	10.1	Prepare and/or adapt GESI mainstreaming strategy prepared by MoFAGA to LGs	40	2 LGs		
253 P6-PCGG	10.2	Organize Gender Responsive Budget (GRB) audit of LGs	10			
278 P6-PCGG	10.10	Conduct orientation/interaction programme with GESI focal persons of 79 LGs	4	3 events		
281 P6-PCGG	10.11	Organize capacity development training ToT on Gender Responsive Budget (GRB) audit at Provincial level.	1	1 event		
O11. P6-PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				
290 P6-PCGG	11.3	Conduct capacity development training on Grievance Management System to Nodal Officer/Information Officer/Spoke persons of 79 LGs.	6		training will be plan in April	
O13. P6-PCGG	O13	Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services				
345 P6-PCGG	13.1	Conduct capacity building training on public procurement to PG staff (7 days)	3	2 events completed	(56 persons)	
346 P6-PCGG	13.1	Conduct capacity building training on law making and non-governmental bill preparation to Parliament members	2			
347 P6-PCGG	13.1	Conduct capacity building training on leadership development to Parliament members	2			
348 P6-PCGG	13.1	Conduct capacity building training on innovative Development and	2			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		Management to Officer level of PG (7 days)				
349 P6-PCGG	13.1	Develop training manual and publish	4	1 training manual		
350 P6-PCGG	13.1	Conduct capacity building training on secretariate management and use of Information technology to PG staff	2			
351 P6-PCGG	13.1	Conduct capacity development training on remote sensing and GIS mapping to PG staff	2	2 event (60 persons)		
352 P6-PCGG	13.1	Conduct capacity building training on Planning process, MTEF preparation and SDG localization, Project bank to PG staff	2	1 event (28 persons)		
363 P6-PCGG	13.3	Organize workshop on Leadership Dialogue for the Secretaries of the PG Ministries (related to federalism implementation)	1			
367 P6-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	2			
372 P6-PCGG	13.5	Conduct in service training to PG staffs (Assistant level)	3	2 Event (62 persons)		
373 P6-PCGG	13.5	Conduct in service training for PG staffs (Officer staff)	1			
O14. P6-PCGG	O14	Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services				
448 P6-PCGG	14.1	Organize Capacity development training to women representatives of LGs.	10	3 events completed		

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
449 P6-PCGG	14.1	Organize Capacity development training to GESI focal persons	5			
450 P6-PCGG	14.1	Conduct Capacity Building (refresher) Training for IT Officers of LGs	1			
451 P6-PCGG	14.1	Conduct capacity building training on DRR and climate change to elected representatives and staff of LGs.	1			
452 P6-PCGG	14.1	Conduct capacity building training for sectoral committee of LGs on their roles and responsibilities	10	4 LGs (120 persons)		
453 P6-PCGG	14.1	Conduct capacity building training on different thematic areas to Engineers and Technical staffs of LGs	6	5 events		
454 P6-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3			
455 P6-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	4			
456 P6-PCGG	14.1	Conduct capacity building training on various thematic areas for newly elected representatives of LG	12	12 events (280 ward chairperson)		
457 P6-PCGG	14.1	Conduct capacity building training on demand base (LISA, CD Plan) to officials and elected representatives of LGs	1			
468 P6-PCGG	14.2	Conduct orientation on sanitation management, EFLG and CFLG to Elected representatives and staff at LGs	2			
477 P6-PCGG	14.4	Conduct pre-service training for LGs staffs	3			

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
482 P6-PCGG	14.5	Conduct in-service training to LGs staff (Assistant level and officer level)	2			
490 P6-PCGG	14.15	Prepare working procedures (Standard Operation Procedure - SOP) for conducting training and management in PCGG	1			
15 & 16 P6-PCGG	15 & 16	Operational and Machinery & Equipment				
504 P6-PCGG	15.2	Operation Cost for PCGG	1			
518 P6-PCGG	16.2	Machinery and equipment cost for PCGG	1			
		14. PPIU - Sudurpaschim				**TPM 3rd Round Consultation Remarks**
P7-PPIU	**O4**	**Output 4: Provincial governments drafted legislation in a consultative manner**				
37 P7-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PGs	4	4 Laws	Ongoing	Four laws under process: a) Provincial civil service Rules (drafting ongoing); b) Local Services Act (drafting); c) Communications Bill (replacement bill); d) Sudurpaschim Research and Training Academy Regulation already issued. Another law - Reproductive Health Bill – dropped.
38 P7-PPIU	4.1	Formulate/review Acts, regulations, and guidelines of PG	4	4 Laws	Ongoing	Reviews ongoing: a) Province Civil Service Act- leading to 42 point revision; b) Disaster Management

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						Act- it's literally a replacement Act,; c) Province Forest Act- amendment Bill is prepared; and d) certification of written documents (procedure) Act – amendment bill is ready, but not yet available to PPIU.
O5. P7-PPIU	**O5**	**Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI**				
50 P7-PPIU	5.3	Provide support to the Provincial Coordination Council (holding meeting, implementing decisions)	1	1	Discussion under way,	A meeting of PCC planned for July 4.
57 P7-PPIU	5.4	Provide support to the Provincial Coordination Committee Meeting of PLGSP	3	3		Two completed, one planned – a) annual review – July / PASIP, b) IPF project award meeting (4 projects awarded this year; last year it was 5), c) Planned PLGSP PCC meet on July 3 2023.
58 P7-PPIU	5.6	Publicize programs and progress of PG through different means of communication (Publish and disseminate related materials)	1	1	Documentary of 5 years progress of PG- completed.	Progress of Sudurpaschim province prepared in a documentary.
59 P7-PPIU	5.7	Support in strengthening the grievance handling mechanism (Hello CM)	1	1	TOR & RFP under review	Application "Hello CM (Chief Minister)" prepared and handed over. Endorsed by OCMCM. Expected to be online by mid-July, following DoIT security audit.
64 P7-PPIU	5.8	Update and execute accountability tools (public auditing and public hearing) in PGs	6	6	Public hearings on PG Ministries' works/ projects	Six completed by following public hearing procedure; media persons engaged in six public hearing of five ministries: Agriculture (1), Physical

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						Planning – MoPID (2), Social .. (1), and Forest – MoFTI (1), Economic Affairs (1). Some ministry-based, some project-based hearings.
71 P7-PPIU	5.13	Conduct GESI/GRB Audit at PG ministries	5	5	GESI Audit Procedure submitted by MoSD to MoIAL and MoEA for opinion	Dropped because GESI audit procedure is yet not approved, as it under process in Social Development ministry.
93 P7-PPIU	5.39	Workshop on strengthening the horizontal coordination among PG agencies (Ministries, Commissions and Agencies).	1	1	Not initiated	Meeting/workshop of provincial policy and program for FY 2080/81 between PG ministries and institutions and agencies; report yet not available.
O6 P7-PPIU	O6	**Output 6: PGs manage provincial public administration functions more effectively.**				
99 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support in digitalization and achieving/record management of PG)	1	1	Documents submitted to OCMCM for procurement process	Dropped. Initially it was envisaged to prepare personal information system, but as PIS was prepared by MoFAGA, we dropped it. (But still user name and password not available)
100 P7-PPIU	6.1	Conduct orientation to PG officials on IT systems (1. E-cabinet and 2. Websites) at PG level	2	2	Orientation on Website and PIS	Two orientations completed – PIS and website. Work on E-cabinet ongoing.
101 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support Office of Transport Management in digitalization of service delivery)	1	1	Not initiated	Dropped due to low budget. TA team/PPM suggest that it requires 10 million, but available budget is 1000K. Not proposed for next year.
102 P7-PPIU	6.1	Strengthen IT based information management system in PGs (Support in progress tracking, monitoring, and	1	1	Documents submitted to OCMCM for procurement process	E-monitoring – Dropped, even after concept note and TOR approval. This system requires more time than 60 days of

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		reporting -e-monitoring- system of the province)				proposed—the vendors said that 60 days' time was not sufficient. Planned for next year.
112 P7-PPIU	6.15	Organize orientation on Internal Control System for PG officials	1	1	Procedure under approval process	ICS orientation planned for July 2; ICS Guideline ready.
121 P7-PPIU	6.22	Conduct orientation on FRA (Guideline and portal) for PG	1	1	Procedure & AP under approval process	FRA orientation scheduled for July 10-11; orientation follows approval of FRA Guideline.
125 P7-PPIU	6.29	Organize in-country experience sharing visit for the PG officials	1	1		Visited Madhesh and Koshi provinces in June 2023 (6 days)
129 P7-PPIU	6.30	Planning and review workshop of PLGSP (PPIU and PCGG joint workshop - Annual and Trimester)	4	4		Four planning & review workshops held: a) August 2022 (for annual review and PASIP); b) March – semi-annual review and plan update, c) April – planning workshop 2080/81; c) May – planning consultation with secretaries and division chiefs.
139 P7-PPIU	6.38	Prepare the Revenue Improvement Strategy/Action Plan of PG	1	1	Not initiated	Dropped for this year. No progress made. Finance Secretary is interested and scheduled for next year.
O12. P7-PPIU	O12	**Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs**				
301 P7-PPIU	12.1	Conduct orientation on IPF prior to call of concept note and full proposal to the LGs and stakeholders	2	2		Two were planned but seven were carried out in a concise format for three to four hours. Additional cost from other line items.
309 P7-PPIU	12.3	Implement IPF schemes in LGs	1	1	On-going. Total 9 schemes under implementation, Regular mentoring (Technical	Ongoing – 5 previous and 4 new projects.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
					Assistance) and monitoring works ongoing.	
316 P7-PPIU	12.5	Knowledge management in IPF (Learning sharing workshop on IPF among key stakeholders)	1	1		Workshop planned for July 7.
15 & 16. P7-PPIU	15 & 16	Operational and Machinery & Equipment				
496 P7-PPIU	15.1	Operation Cost for PPIU	1		REGULAR	
510 P7-PPIU	16.1	Machinery and equipment cost for PPIU	1		REGULAR	
		15. PCGG - Sudurpaschim				TPM 3rd Round Consultation Remarks
O7. P7-PCGG	**O7**	**Output 7: Provincial Center for Good Governance made operational to deliver capacity development services.**				
144 P7-PCGG	7.1	Renovate physical infrastructure of PCGG (Provincial Training Center)	1	1		DPR prepared and renovation ongoing – roofing, fab ceiling, electrification, etc for admin block, hostel, quarter and training halls 2.
151 P7-PCGG	7.2	Construct new physical infrastructure for PCGG (Building, including DPR)	1	0		Under construction – new administration building and canteen, but unable to move on hostel building. Former ED stayed a long leave. (Budget 4 crore but expenses 1.4 crore).
158 P7-PCGG	7.5	Organize capacity building training for PCGG's staffs	1			Not done. Concept note ready, but date provisionally fixed between July 5-10 on Appreciative inquiry and team building/IT.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
165 P7-PCGG	7.7	Organize cross sharing and learning visit for PCGG officials (Inter-state learning and sharing visit)	1	1		Exposure visit of 12 staff to PCGG - Surkhet, and PCGG-1 Kalbalgudhi.
176 P7-PCGG	7.16	Bulletin publication (Quarterly)	4			One bulletin drafted but not published; will be done toward the end of FY
O8. P7-PCGG	O8	**Output 8: Modernized LGs have strong administrative systems and accountable public financial management systems**				
185 P7-PCGG	8.3	Prepare Revenue Improvement Action Planning (RIAP) of LGS	8			35 RIAPs prepared last year, but due to CGAS full payment was not made in that year. But province government accept its liability for the same, and paid for the remaining amount of that year. The fund from 8 planned RIAPs was used to service the liability of the last year.
192 P7-PCGG	8.4	Prepare Capacity Development Plan of LGs	15			New CD plans not developed this year; the fund was used to service the funds not paid for the remaining payment of 27 CD plans completed last year.
199 P7-PCGG	8.5	Prepare Periodic Plan of LGs	9	1		Fund used to pay the remaining liability of the nine PPs prepared last year; from remaining fund one PP of Budhinanda Municipality (Bajura) prepared.
213 P7-PCGG	8.8	Organize refresher/follow-up training for the implementation of LISA (covering 88 LGs).	10	88		LG review and orientation completed for 88 LGs by engaging DCC and LISA result published for all LGs. Overall LISA score has improved in the province.

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218 P7-PCGG	8.9	Organize orientation on Internal Control System (ICS) for Local Governments	20	14		14 (of 20) two-day ICS orientation events completed for LGs in Bajhang, Baitadi, Doti, Kailali and Kanchanpur. Last year this orientation was carried out for LGs in other three districts. Still remaining are the LGs of Achham district.
225 P7-PCGG	8.11	organize refresher /follow-up training to the elected representative and staff of LG/DCC on implementation of FRA.	88	88		Two-day orientations on FRA for LG elected representatives, CAO, Planning officer, FRA focal person and LISA focal persons conducted for all 88 LGs (and FRA results published). This was conducted by respective DCCs.
O9. P7-PCGG	O9	**Output 9: LG systems enable horizontal and vertical accountability to all citizens**				
233 P7-PCGG	9.1	Support LGs to implement social accountability tools (downward accountability tools and mechanism - public hearing, social audit)	10	0		No new activity done this year. The fund was used to clear liabilities of 35 public hearing and public audit events conducted last year.
243 P7-PCGG	9.3	Support LGs to strengthen horizontal cooperation (organize Inter-local governmental workshop for horizontal cooperation agreement- waste management, ambulance, fire extinguisher, DRR etc.)	4	3		Three workshops held between LGs – two in Dhangadhi and one in Dadeldhura to identify common issues and potential areas of cooperation.
O10 P7-PCGG	O10	**Output 10: LG systems mainstream GESI in their service delivery**				
254 P7-PCGG	10.2	conduct GESI Audit at Local Government	11			The fund for 11 GESI audit earmarked for this year was used

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
						to service the liability of last year's 64 GESI audits. But TA team is working itself to conduct five GESI audits this year.
266 P7-PCGG	10.5	Conduct orientation to 88 LGs to adopt a model code of conduct to control exploitation including sexual harassment	88	88		Conducted two-day orientations in district clusters to all 88 LGs of the province, including a) workplace sexual harassment Act 2071 and b) model code of conduct on sexual harassment at workplace (2074). Outcome: 50 of 88 LGs have localized the CoC, including institutional CoC (12 points) and CoC for all (19 points) endorsed from their EC meeting.
271 P7-PCGG	10.7	Develop/adopt model policy /orientation on Child, Senior citizen, and differently abled person governance policy	3	1		One workshop of three LGs for Child, Senior citizen, and differently abled person governance policy held and the workshop drafted a policy on its own (without copy-pasting from other guidance).
O11. P7-PCGG	O11	Output 11: LG systems enable citizen engagement and inclusive participation				
291 P7-PCGG	11.3	Conduct capacity development training on Grievances Handling Mechanisms in Local Governments to nodal officers (support LG in strengthening grievances handling mechanisms)	1	2		Two training events held on Grievance Handling for LG spokespersons and information officers, covering a total of 29 LGs. Report not yet available.
292 P7-PCGG	11.4	Conduct orientation on participatory planning & budgeting procedures and	11	21		Conducted six orientation events covering 21 LGs of Bajhang district

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
		tools prepared by MoFAGA/NPC/PLGs to ward chair and secretary of LGs				(4 events) and Darchula (2 events) on a participatory planning process and LG operation. Participated by a total of 18 participants, including Ward chairpersons and ward secretaries.
O13. P7-PCGG	O13	**Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services**				3rd Round Consultation (Jul 1 2023)
353 P7-PCGG	13.1	Conduct capacity building training on GESI Mainstreaming for GESI Focal Person working in District Office under the Ministry of PG	1	1		Conducted GESI focal person training to district offices of agriculture, health and vet of nine districts, with total 26 participants.
354 P7-PCGG	13.1	Conduct capacity building training on various thematic areas to the staff in the province (based on demand)	3	3		Conducted three training events for PG officials: a) cabinet proposal writing training to the officers of all Provincial ministries- 36 participants, b) protocol, hospitality and secretariat management training on June 22-23 for senior level PG staff, and c) Three-day ICT training to computer and IT officers of PG ministries and agencies and institutions – total participants 22, June 26-28.
355 P7-PCGG	13.1	Conduct capacity building training on hospitality and office management for the staff working in the Secretariat of the Member of Council of Ministers	1	1		A training on hospitality and office management held for the secretariat staff of Provincial Ministers, June 22-23, total 25 participants.

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
356 P7-PCGG	13.1	Conduct capacity building training on communication skills and presentation capacity for the members of the Provincial Assembly	2			Not done – initially, there was confusion in provincial assembly itself regarding government change, and secondly budget was also considered insufficient.
368 P7-PCGG	13.4	Conduct pre-service training (induction/ service entry training) for newly recruited PGs staffs	4	0		Not done. No new recruitments recommended by Provincial PSC.
374 P7-PCGG	13.5	Conduct in service training for Provincial Staff	1	1		Conducted Inservice training to the provincial government staff (4/5th assistant level)
376 P7-PCGG	13.6	Prepare capacity development plan of PGs (with orientation)	1			CD plan of PGs drafted by task force of provincial secretaries and covers institutional and personal capacities. The draft plan will be shared in a consultation event on Jul 3 to move for subsequent approval.
O14. P7-PCGG	O14	**Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services**				**3rd Round Consultation (Jul 1 2023)**
458 P7-PCGG	14.1	Conduct capacity building training on ICT (incl. Government Enterprise Architecture -GEA) for IT Officers of LGs	2	3		Three three-day ICT "competency based networking development training" conducted at SPPRTA Punna for IT officers of LGs. Total participants 75.
459 P7-PCGG	14.1	Conduct Capacity Building Training on IEE, EIA to technical staffs of local government	3	2		Two training events on IEE, EIA and BEA in Dhangadhi by covering LG technical section heads of two clusters of districts (one cluster not finished)

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
460 P7-PCGG	14.1	Conduct Capacity Building Training on VERSP to Officials of Local Government	3	2		Two two-day training events on VERSP conducted in parallel in Dipayal.
461 P7-PCGG	14.1	Conduct capacity building training on various thematic areas to the staff in the local level (based on the findings of LISA, CD plan etc.)	12	7		Seven training events completed – "positive, motivation and good governance in LGs" – six training, and judicial committee function training – one event.
462 P7-PCGG	14.1	Conduct capacity building training on survey, design, building codes to the technical persons of LGs	4	2		Two of four 5-day training events on building code held at Punna in April, including building permit, retrofitting and related issues, covering engineers and sub-engineers of 59 (of the province's 88) LGs.
463 P7-PCGG	14.1	Conduct capacity building training on procurement for the LG staff	6	4		Four of six training events on public procurement process conducted – 3 day training into four slots for LG officials. Total participants one each from 72 LGs of 88 total.
469 P7-PCGG	14.2	Organize orientation on role and responsibilities as per the provisions of constitution and Local Governance Operation Act to newly elected representatives of 88 LGs	10	13		Ward chairperson training on LG operation and LG development – approx. 90% of 720 wards in the province attended the training. Found very effective and useful.
472 P7-PCGG	14.3	Organize workshop on Leadership Development for local level elected representatives	2	0		One of two is planned for July 9-10 for LG representatives with background as emancipated Kamaiyas
478 P7-PCGG	14.4	Conduct pre-service training (service entry and induction training) for new employees in local level	4	0		Not done. Recommendation of new recruitment is not available from P-PSC

SN & Unit	Ref	Output & Activities Planned (ASIP (FY 2022/23)	No	Prog Unit	Progress Details (PCU) (FY 2022/23: as of March 2023)	TPM Remarks
483 P7-PCGG	14.5	Conduct in-service training to LGs staff	4	3		Three of four Inservice training events conducted for Level 4 and 5 staffs of LG, with a duration for 30 work-days. Total participants 72.
15 & 16 P7-PCGG	15 & 16	Operational, and Machinery & Equipment				
505 P7-PCGG	15.2	Operation Cost for PCGG	1			
519 P7-PCGG	16.2	Machinery and equipment cost for PCGG	1			

Annex 6. Innovation Partnership Fund in Seven Provinces

This Annex contains the following tables:

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

Annex Table 1. Innovation Partnership Fund Projects, Koshi Province

क्र. सं.	जिल्ला	स्थानीय तह	परियोजनाको नाम	परियोजनाको कुल बजेट	नव प्रवर्तन साझेदारी कोष	स्थानीय तहको लागत साझेदारी	०७८/०७९/ आ. व. को किस्ता निकासा
१	सुनसरी	हरिनगर	स्थानीय आर्थिक विकासका लागि शासन प्रक्रिया र सेवा प्रवाह सुधार कार्यक्रम (service and governance improvement for economic development programme-SIEDP)	रू. २,१५,००,०००/-	रू.१,५०,००,०००/-	रू. ६५,००,०००/-	रू. ७५,००,०००/-
२	मोरङ	सुन्दर हरैचा	स्मार्ट सेवा प्रवाहका लागि क्षमता सुदृढीकरण (Smart-service Delivery Capacity Strengthening Project-SDCSP)	रू. २,१५,००,०००/-	रू.१,५०,००,०००/-	रू. ६५,००,०००/-	रू. ७५,००,०००/-
३	उदयपुर	त्रियुगा	मुसहर समुदायको सर्वाङ्गीण विकास	रू. २,१५,००,०००/-	रू.१,५०,००,०००/-	रू. ६५,००,०००/-	रू. ७५,००,०००/-
४	उदयपुर	त्रियुगा	विद्युतीय शासनको माध्यमबाट स्थानीय शासन सुदृढीकरण	रू. २,१५,००,०००/-	रू.१,५०,००,०००/-	रू. ६५,००,०००/-	रू. ७५,००,०००/-
५	पाँचथर	फिदिम	अर्गानिक भुईँ स्याउ उत्पादन तथा सिरप प्रशोधन र बजारीकरण परियोजना (फिदिम नगर सुशासन तथा आर्थिक विकास - Phidim municipal governance and economic development -PMGED)	रू.२,५०,००,०००/-	रू.१,५०,००,०००/-	रू.१,००,००,०००/-	रू. ७५,००,०००/-
६	पाँचथर	फाल्गुनन्द	१. सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच वृद्धि (प्रविधि विस्तार कार्यक्रम) २. स्थानीय आर्थिक विकासका क्षेत्रमा प्रत्यक्ष योगदान दिने नवीनतम प्रविधि तथा उपकरणहरु (शित भण्डार निर्माण गर्ने)	रू.२,०३,५१,२९०/-	रू.१,५०,००,०००/-	रू.५३,५१,२९०/-	रू. ७५,००,०००/-
७	ओखलढुंगा	सिद्धिचरण	संस्थागत एवम् क्षमता विकास	रू.२,२२,५५,०००/-	रू. १,४९,९९,८७०/-	रू. ७२,५५,१३०/-	रू. ७५,००,०००/-
८	ईलाम	सुर्योदय	कन्याम डुंडेगैरा-पुर्णेडाँडा साइक्लिङ ट्रयाक	रू.७,५५,५२,२१३.९८	रू.१,५०,००,०००/-	रू.६,०५,५२,२१३.९८	रू. ७५,००,०००/-
९	सोलुखुम्बु	सोताङ	प्रविधि मैत्री (इ-शिक्षा, इ - स्वास्थ्य र इ- बजार) सोताङ गाउँपालिका निर्माण	रू.२,००,००,०००/-	रू.१,४०,००,०००/-	रू.६०,००,०००/-	रू. ७५,००,०००/-
१०	संखुवासभा	धर्मदेवी	सडक पर्यटन	रू. ३.००,००,०००/-	रू.१,५०,००,०००/-	रू. १,५०,००,०००/-	रू. ७५,००,०००/-

Aspects of Innovation in Province 1 IPF Projects

क्र. सं.	स्थानीय तह	परियोजनाको नाम	नवप्रवर्तन क्षेत्र	नवप्रवर्तन पक्ष
१	हरिनगर	स्थानीय आर्थिक विकासका लागि शासन प्रक्रिया र सेवा प्रवाह सुधार कार्यक्रम	· स्थानीय आर्थिक विकास · स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. कृषिमा विविधिकरण गर्न कृषि उत्पादनको पकेट क्षेत्रको पहिचान र घोषणा, कृषक समूह परिचालन गर्ने र परम्परागत रुपमा गर्दै आइरहेको खेती प्रणालीमा आधुनिक प्रविधिको प्रयोग २. गा. पा. को सेवा प्रवाहमा प्रविधिको प्रयोग गरि साशन तथा सेवा प्रवाहमा सुधार गर्ने ३. पालिका स्तरमा कृषि समूह स्थापना हुने र कृषि र कृषक सूचना व्यवस्थापन प्रणाली विकास हुने ४. कृषिमा प्रविधिको प्रयोग (कृषक व्यवस्थापन प्रणाली/कृषि एप) गरी दीगो आर्थिक बिकासको अधार तयार गर्ने
२	सुन्दर हरैचा	स्मार्ट सेवा प्रवाहका लागि क्षमता सुदृढीकरण (Smart-service Delivery Capacity Strengthening Project-SDCSP)	· स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. नगरपालिकाको बिषयगत शाखाहरुलाई समेत एकीकृत प्रणालीमा जोड्ने, कर्मचारीहरुको लागि कार्यालयको आधिकारिक इमेल प्रयोग, क्लाउड सेवा प्रयोग, २. मोबाईल एप्लिकेसन मार्फत नगरवासीहरुलाई सेवा प्रवाह र दोहोरो संचार प्रबिधि ३. विद्युतीय तथ्यांक व्यवस्थापन ४. शासन प्रक्रियामा प्रत्यक्ष नागरिक संलग्नताका लागि विद्युत्तीय प्रविधिको प्रयोग गरी सहरी शासन प्रक्रिया र सेवा प्रवाहमा सुधार गरिने
३	त्रियुगा	मुसहर समुदायको सर्वाङ्गीण विकास	· स्थानीय आर्थिक विकास	१. मुसहर समुदायको आर्थिक, सामाजिक विकास, सीप विकास र राज्यको श्रोत साधनमा सहज पहुँच सुनिस्चित गर्नु २. सम्पूर्ण मुसहर घरका पारिवारिक लगत (family profile) निर्माण ३. मुसहर समुदायमा जोखिम न्यूनीकरण र व्यवस्थापनको लागि र स्थानीय नेतृत्व क्षमता विकास हुने ४. मुसहर समुदायको सीप विकास तथा रोजगारी सिर्जना बढ्ने
४	त्रियुगा	विद्युतीय शासनको माध्यमबाट स्थानीय शासन सुदृढीकरण	· स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. शासन प्रक्रियामा र स्थानीय सेवा प्रवाहमा सुधार गर्नका लागि प्रविधिको प्रयोग/ प्रयोग मैत्री एप्स निर्माण २. नगरपालिकाको कार्य सम्पादनलाई प्रविधि मैत्री तथा विधुतीय शासनमा (e-governance) आवद्ध गरि सवै सेवा ई सेवामा रुपान्तरण ३. विधुतीय शासन प्रणालीद्धारा कार्य सम्पादन गर्दा वितीय अनुशासन कायम भई वितीय जोखिम न्यूनिकरण
५	फिदिम	अर्गानिक भुइँ स्याउ उत्पादन तथा सिरप प्रशोधन र बजारीकरण परियोजना (फिदिम नगर सुशासन तथा आर्थिक विकास - Phidim municipal governance and economic development - PMGED)	· स्थानीय आर्थिक विकास · स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. "घर घरमा सेवा सुशासनमा टेवा " भन्ने नारालाइ पुरा गर्न आधुनिक प्रविधिको प्रयोग गरी एकीकृत सेवा प्रवाह प्रणाली स्थापना २. प्रविधिमा आधरित सेवा प्रवाह -दोहोरो संचार स्थापना ३. "नागरिक, उद्योगी र सरकारको जिम्मेवारी, आर्थिक विकासमा त्रिपक्षीय साझेदारी" नेपालमा नै पहिलो पटक भुइँ स्याउ (yacon) को अर्गानिक उत्पादन, यसको उत्पादनको लागि महिला समुहको गठन र सिरप उत्पदान उद्योगको शेयरमा हिस्सेदार बनाइ कृषि श्रमिक देखि उद्योगी सम्म बनाउदै कृषि उत्पादनको लागि बजारीकरणमा प्रविधिको प्रयोग ४. कृषि उत्पादन र बजारीकरणमा सुचना व्यवस्थापन प्रणाली स्थापना
६	फाल्गुनन्द	१. सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच वृद्धि (प्रविधि विस्तार कार्यक्रम) २. स्थानीय आर्थिक विकासका क्षेत्रमा प्रत्यक्ष योगदान दिने नवीनतम प्रविधि तथा उपकरणहरु (शित भण्डार निर्माण गर्ने)	· स्थानीय आर्थिक विकास · स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. सेवा प्रवाह र शासन प्रक्रियामा प्रविधिको प्रयोगको थालनी गरी सूचना प्रविधि र सार्वजनिक सुचनामा जनताको पहुँच बृधि २. सेवा र सूचना प्रवाह गरी प्रशासनिक काम र कारवाहीमा सहजता र पारदर्शिता बढाउने ३. स्थानीय नागरीकको आर्थिक बिकासको लागि कृषि उपजको उपयुक्त भण्डारण गरी उचित मुल्यमा बिक्रि गर्ने बाताबरण सृजना गर्ने र कृषक सहकारी संस्थाहरु सवल र सक्षम बनाउने ४. शित भण्डार निर्माणले कृषकहरु उत्पादनमुखी रहने र आत्मनिर्भर रहने साथै आन्तरिक राजस्वमा टेवा साथै रोजगारीको अवसर सिर्जना हुने

क्र. सं.	स्थानीय तह	परियोजनाको नाम	नवप्रवर्तन क्षेत्र	नवप्रवर्तन पक्ष
७	सिद्धिचरण	संस्थागत एवम् क्षमता विकास	· स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. नगर कार्यपालिका र वडा कार्यालयहरुको संस्थागत विकास तथा कर्मचारीहरुको क्षमता विकास गर्ने २. सेवाग्राहीलाई छिटो,छरितो रुपमा दिगो तथा गुणस्तरीय सेवा उपलब्ध गराउन सेवा प्रवाहको लागि विधुतीय प्रणालीहरुको प्रयोग ३. विधुतीय सेवा प्रवाह मार्फत सुशासन प्रवर्धनमा थप सहयोग
८	सुर्योदय	कन्याम डुंडेगैरा-पुर्णेडाँडा साइक्लिङ ट्र्याक	स्थानीय आर्थिक विकास	१. पर्यटन प्रबधनका लागि पद तथा साइकल मार्ग (१२ कि. मि.) निर्माण गरि स्थानीय जनताको आयस्तर वृद्धि गरि जीवन स्तरमा सुधार ल्याउने २. साहसिक पर्यटन र खेल पर्यटन प्रवर्द्धन गरि आन्तरिक तथा बाह्य पर्यटकहरुको आगमन वृद्धि ३. Food Stall, vegetable Market, home stay, संग्रहालय आदिको निर्माणले रोजगारी सिर्जना भई स्थानीय जनताको आय वृद्धि ४. लोपुन्मुख लेप्चा जातिको एतिहासिक तथा संस्कृतिक पक्षहरुको संरक्षण
९	सोताङ	प्रविधि मैत्री (इ-शिक्षा, इ -स्वास्थ्य र इ- बजार) सोताङ गाउँपालिका निर्माण	· स्थानीय आर्थिक विकास · स्थानीय सेवा प्रवाह · स्थानीय सुशासन	१. सूचना प्रविधिको विलकुलै पहुँच नभएको सोताङ गाउँपालिकामा विद्युतीय सुशासन, स्थानीय सेवा प्रवाह, सूचना प्रविधिको प्रयोग गरि सूचना तथा प्रविधिमा पहुँच वृद्धि गर्ने २. ई-शिक्षा, ई-स्वास्थ र ई-बजार मार्फत आर्थिक, सामाजिक, लैङ्गिक समानता र समावेशी समाजको विकास गर्ने र शिक्षा, -स्वास्थमा पहुँच बिस्तार गर्ने ३. Tele-medicine को माध्यम देखि न्यून लगानिमा सम्पूर्ण जनतामा स्वास्थ्य सेवामा पहुचको सुनिस्चितत गर्ने ४. E-Bazzar को माध्यमबाट स्थानीय कृषि तथा पशुजन्य उत्पादन, हस्तकला, जडिबुटी, पर्यटन आदी वस्तु तथा सेवारुको बजारीकरण गरि साना तथा मझौला व्यवसाय बिस्तार गर्ने
१०	धर्मदेवी	सडक पर्यटन	स्थानीय आर्थिक विकास	१. सडक पर्यटन प्रवर्द्धनको माध्यमबाट आर्थिक सम्वृद्धि तथा स्थानीय धर्म संस्कृतिको संरक्षण गर्ने २. पुरातन शैलीको होम स्टे, संग्रहालय, स्थानीय संस्कृति झल्किने पोशाक र सामग्री प्रदर्शन गरि स्थानिय संस्कृतिको जगेर्णा गर्ने र ३. निर्माण गरिने आवासीय संग्राहलय, Tourism Spot , सडक पुष्पबाटिका, सञ्चालनमा महिला, दलित, तथा अन्य सिमान्तकृत वर्गलाई परिचालन गराउने र सो स्थानलाई शैक्षिक पर्यटनको रुपमा विकास गर्ने ४. राष्ट्रिय र आन्तरिक पर्यटनमा टेवा पुर्याोउने, जन समुदायको जिवनस्तारमा सुधार ल्याउने, नगरको आर्थिक गतिविधि बढाउने

Annex Table 2. Innovation Partnership Fund Projects, Madhesh Province

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

New IPF projects, March 2023

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

Annex Table 3. Innovation Partnership Fund Projects, Bagmati Province

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

Annex Table 4. Innovation Partnership Fund Projects, Gandaki Province

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

Annex Table 5. Innovation Partnership Fund Projects, Lumbini Province

c. **Lumbini IPF Projects Award**

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

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

Annex Table 6. Innovation Partnership Fund Projects, Karnali Province

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

Annex Table 7. Innovation Partnership Fund Projects, Sudurpaschim Province[32]

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

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[32] Received from PPIU Sudurpaschim, Jan 2023