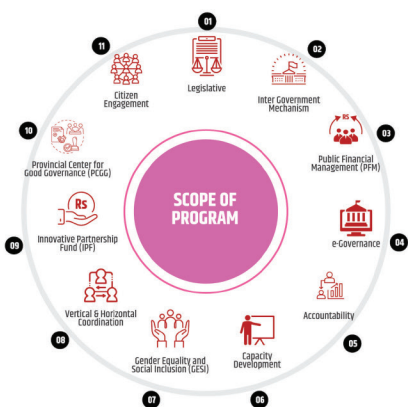


# ANNUAL PROGRESS REPORT 2022/23



Government of Nepal

Ministry of Federal Affairs and General Administration (MoFAGA)

Provincial and Local Governance Support Programme (PLGSP)





# ANNUAL PROGRESS REPORT

Reporting Year  
Fiscal Year: 2022/23

Government of Nepal  
Ministry of Federal Affairs and General Administration (MoFAGA)  
Provincial and Local Governance Support Programme (PLGSP)  
Singhdubbar, Kathmandu



## PREFACE

Nepal is at an important development juncture with the establishment of a federal government system and promulgation of new Constitution in 2015, which requires a paradigm shift in the system, structure and functioning of Provincial and Local Governments in Nepal.

PLGSP is spearheading the national constitutional commitment by strengthening the capacities of all levels of Government to respond the challenges and opportunities created by Federalism. The programme aims to contribute to the delivery of quality services at provincial and local levels, promote local development and enhance economic prosperity.

The overall implementation of PLGSP and its achievements in 2022/2023 has improved compared to previous years, although delivery remained below planned levels. The Mid-Term Review of PLGSP (MTR, completed in May 2022) identified both the strengths and weaknesses of the current programme and made six recommendations for improvements.

Addressing these recommendations with the JFA DPs and other stakeholders has provided a significant focus for the programme this year and, with an agreement on extending PLGSP for a further, transitional year (to July 2024) to allow for re-programming secured, this work will continue into 2023-2024.

PLGSP has made further progress, especially in building institutional, organizational and individual capacity and the formulation & revision of laws/policies/guidelines in all three tiers of government, which is set out in this Annual Report July 2022 to July 2023.

PLGSP has continued to provide significant support to LGs, particularly in developing and rolling out Local Government Institutional Self-Assessment (LISA) in all 753 LGs, and played a critical role in developing and rolling out governance and accountability tools such as SuTRA, MTEF, RIAP, GESI Audit Fiduciary Risk Assessment (FRA) Guidelines in LGs.

I would like to extend my sincere gratitude and thanks to all stakeholders, Development Partners and technical experts for their collaboration and support to PLGSP in building the Government of Nepal's vision of establishing a functional, effective and democratic government system in the spirit of the Constitution.



Binod Prakash Singh  
Secretary, MoFAGA

## FOREWORD

The Provincial and Local Governance Support Programme (PLGSP) is national framework programme of the Government of Nepal (GoN) to build institutional, organizational and individual capacity at all levels of government with special focus on the provincial and local level.

The programme aims to attain “functional, sustainable, inclusive and accountable provincial and local governance.” MoFAGA is committed to supporting the three tiers of government through this national framework programme, thereby strengthening federalism in Nepal and contributing to the delivery of quality services at provincial and local levels, promoting local development and enhancing economic prosperity.

This Annual Progress Report 2022/2023 summarizes the progress of PLGSP including the issues, challenges and the key lessons learned; these, with the findings and recommendations of the MTR and an extensive process of stakeholder engagement and consultations, and the Third-Party Monitoring reports, will underpin the re-programming of PLGSP during a transitional year in 2023/2024.

In general, FY 2022/2023 builds on the progress made by PLGSP over the previous two years and the maturing of constitutional bodies, institutions and intergovernmental relationships during this period, where PLGSP made notable progress in building institutional, organizational and individual capacity at all levels of government, including newly elected PLG representatives.

Provincial Centres for Good Governance (PCGGs) are fully operationalized and have been actively engaged as service provider for Capacity Development (CD) activities to the provincial agencies and local governments within the provinces. Altogether, 22383 officials and elected represented across the wide range of thematic areas have received training through PCGGs and PPIU. This training has helped in building and enhancing their knowledge and understanding in different areas such as public finance management, Gender Equality and Social Inclusion, Mid-term Expenditure Framework, (MTEF) and Information Technology (IT).

The Innovative Partnership Fund (IPF), an important component of PLGSP, has been rolled out in all Seven Provinces and, despite issues with establishing a clear and consistent definition of ‘innovation’, has had a significant impact on the collaboration between Provincial and Local Governments. Altogether, 74 innovative projects were selected through a rigorous competitive process and are being implemented across all

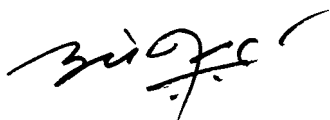
seven provinces. IPF has provided an excellent platform for LGs to start innovative initiatives for effective and accountable governance, quality service delivery and economic development, and will be reviewed during the transitional year 2023/2024.

Governance and accountability tools such as LISA, SUTRA, RIAP, GESI Audit, and Fiduciary Risk Assessment (FRA) Guidelines have been further developed and fully established at LG level.

As identified in the MTR, ownership of the programme by provincial and local governments and stakeholders, low financial delivery, legislating the PCGGs and restructuring the existing LDTA, and strengthening the relationship among the three levels of the government have been the main issues encountered in the implementation of the programme. Addressing these issues will be the core objective of the re-programming exercise.

PLGSP would like to express our sincere thanks to all stakeholders and technical experts who provided their valuable insights and support in the implementation of PLGSP. We acknowledge and appreciate the feedback and inputs provided by different divisions of MoFAGA, OPMCM, MoF, FCGO and other government ministries, agencies and stakeholders, LGs associations and development programmes.

We thank our Development Partners and UNDP for their continued support in delivering the Government of Nepal's vision in establishing a functional, effective and democratic government system in the spirit of the Constitution and look forward to an even stronger relationship with them in the future.



Bhupendra Sapkota  
NPM/ Under Secretary (MoFAGA)



Dr. Narayan Prasad Regmi  
NPD/Joint Secretary (MoFAGA)

## ABBREVIATIONS

ASIP	:	Annual Strategic Implementation Plan
CCMC	:	COVID-19 Crisis Management Centre
CD	:	Capacity Development
COVID-19	:	Corona Virus Disease- 2019
DCC	:	District Coordination Committee
FCDO	:	Foreign, Commonwealth & Development Office, UK
DP	:	Development Partner
FCGO	:	Financial Comptroller General Office
EU	:	European Union
FCNA	:	Federal Capacity Need Assessment
FRA	:	Fiduciary Risk Assessment
FY	:	Fiscal Year
GESI	:	Gender Equality and Social Inclusion
GoN	:	Government of Nepal
ICT	:	Information & Communication Technology
IPF	:	Innovative Partnership Fund
IT	:	Information Technology
ITO	:	Information Technology Officer
JFA	:	Joint Financial Agreement
LDTA	:	Local Development Training Academy
LG	:	Local Government
LISA	:	Local Institutional Self-Assessment
M&E	:	Monitoring and Evaluation
MIS	:	Management Information System
MoFAGA	:	Ministry of Federal Affairs and General Administration
NEC	:	National Executive Committee
NPD	:	National Programme Director
NPM	:	National Programme Manager
OCMCM	:	Office of the Chief Minister and Council of Ministers
PCC	:	Provincial Coordination Committee
PCGG	:	Provincial Centre for Good Governance



PCU	:	Programme Coordination Unit
PFM	:	Public Financial Management
PG	:	Provincial Government
PLG	:	Provincial and Local Governments
PLGSP	:	Provincial and Local Governance Support Programme
PPIU	:	Provincial Programme Implementation Unit
SDC	:	Swiss Agency for Development & Cooperation
SuTRA	:	Sub National Treasury Regulatory Application
TA	:	Technical Assistance
TASC	:	Technical Assistance Sub Committee
TASP	:	Technical Assistance Service Provider
ToR	:	Terms of Reference
ToT	:	Training of Trainers
UK	:	United Kingdom
UN	:	United Nations
UNDP	:	United Nations Development Programme
USD	:	United States Dollar

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## EXECUTIVE SUMMARY

The Provincial and Local Governance Support Programme (PLGSP) is the national flagship Programme of the Government of Nepal (GoN) to build institutional, organizational and individual capacity at all levels of government, with special focus on the provincial and local levels. The ultimate goal of the Programme is to attain functional, sustainable, inclusive and accountable provincial and local governance. The Programme aims to contribute in delivery of quality services at provincial and local levels, promote local development and enhance economic prosperity. This report covers the progress for the period of 16 July 2022 to 15 July 2023.

Progress in the reporting period has improved compared to previous two fiscal years. The noteworthy progress includes start of IPF implementation, GESI/audits completed and endorsed GESI strategies in LGs, training of LGs officials and elected representatives in various thematic areas, the roll out of FRA and orientation of LGs on MTEF and the preparation of PIS system for PG. Progress against each of the planned activities is described in the text.

The reporting period also marks some major learning, including the creation of PLGs' websites with regular updates which have raised citizens' awareness regarding budgets, expenditure, programme and priorities. Quality assurance mechanisms at province and federal level has been a vital initiative while pursuing the consulting service to deliver programme outputs. Furthermore, focused/targeted interventions through GESI audit, Gender Responsive Budgeting, and GESI strategy have served to mainstream and institutionalize GESI in the plan and policy of the provincial and local governments.

The programme has continued to face some issues and challenges including low ownership of the programme at the provincial and local level, low financial delivery (though this has increased in the reporting period compared to the previous two years), legislating for PCGGs and re-structuring the existing LDTA and strengthening the relationship among the three levels of government.

The financial performance of the programme improved significantly compared to previous years. The total budget of the Annual Work Plan (AWP) for 2022/23 of NPR 3271.516m including NPR 2881.536m JFA, 26.55m GoN, and 363.430m TA. Against the total budget, NPR 1978.631 million (60.48%) was utilized as of the end of F.Y. 2022/23. Similarly, under the TA, 91.98 % of the total planned budget (NPR 334.280 million) was expended during the reporting period.

Key priorities for the next financial year include institutionalizing various systems, policies, strategies, guidelines and tools delivered by the programme so far; implementing IPF in full compliance to the operational guidelines; capacity development of individual PLGs' officials and elected representatives with a focus on newly-elected representatives; implementing MTR recommendation, monitoring and quality assurance and increasing the programme's financial delivery.



## 1. Achievements at a glance for FY 2022/23



### Legislation



Provincial  
law

**19** Laws prepared by  
provincial governments

**79** Total laws prepared



PCGG law

**1** Karnali enacted Karnali Province  
Traning Academy Act

**4** Total PCGG functioning  
from provincial act



### Institutional Development

#### Periodic Plan

**33** LGs  
161 in total

**7** PGs  
All provinces prepared by last FY

#### Capacity Development Plan

**18** LGs  
235 in total

**2** PGs  
3 in total

#### LGs conducting LISA

**739** LGs | 700 LGs in FY 21/22

#### Grievance Handling Mechanism

**257** LGs | 387 LGs in total



## GESI Mainstreaming



### GESI Audit Conducted

**28** PGs  
47 in total

Ministries and agencies of  
**provincial government**  
conducting GESI Audit



### GESI Strategy

**20** LGs  
398 in total

**Local Governments**  
implementing GESI Strategy  
after approval from LG Executive



### Code of conduct

**98** LGs  
133 in total

**Local Governments** implementing  
"Code of Conduct on Preventing  
Misconduct in the Workplace"

**2** PG  
3 PGs in total

**37** LG  
375 LGs in total

  
**Revenue  
Improvement  
Action Plan**

**7** all PG  
Implementing  
CGAS

**753** all LGs  
Implementing  
SUTRA

  
**Accounting  
System**

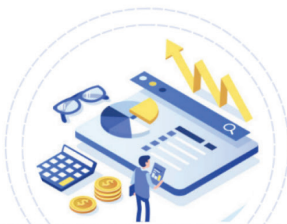
**652** LGs  
312 LGs in last FY

  
**Fudiciary Risk  
Assessment (FRA)**

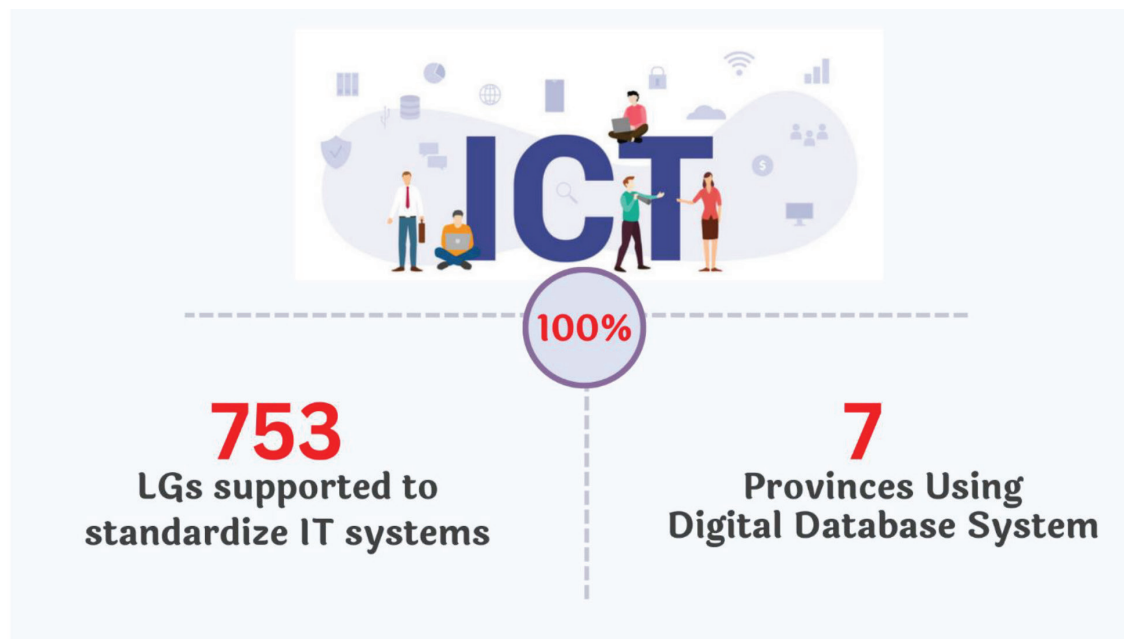
**3** PG  
4 PGs in total

**14** LG  
69 LGs in total

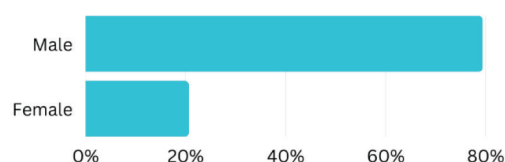
  
**Internal  
Control System**



## Public Finance Management



### Capacity Development

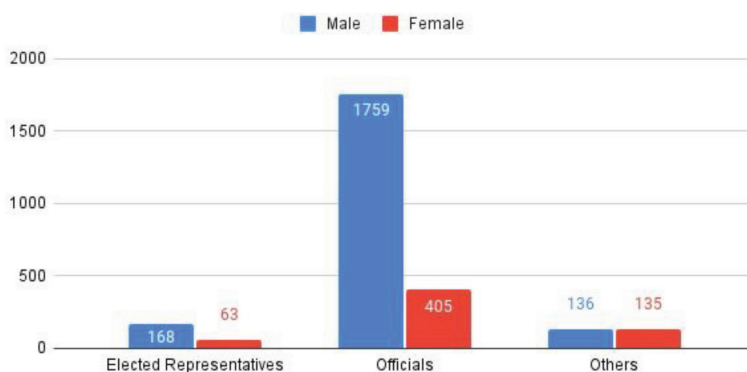


	Province		Local		Total	in %
	Male	Female	Male	Female		
Elected Representatives	168	63	7729	1686	9646	43.10%
Officials	1759	405	7646	2018	11828	52.84%
Others	136	135	329	309	909	4.06%
Total	2063	603	15704	4013	22383	
in %	9.22%	2.69%	70.16%	17.93%		

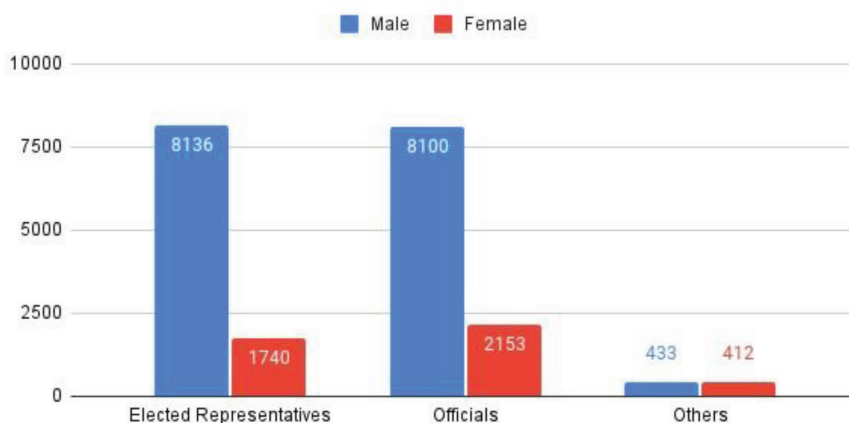


## Capacity Development

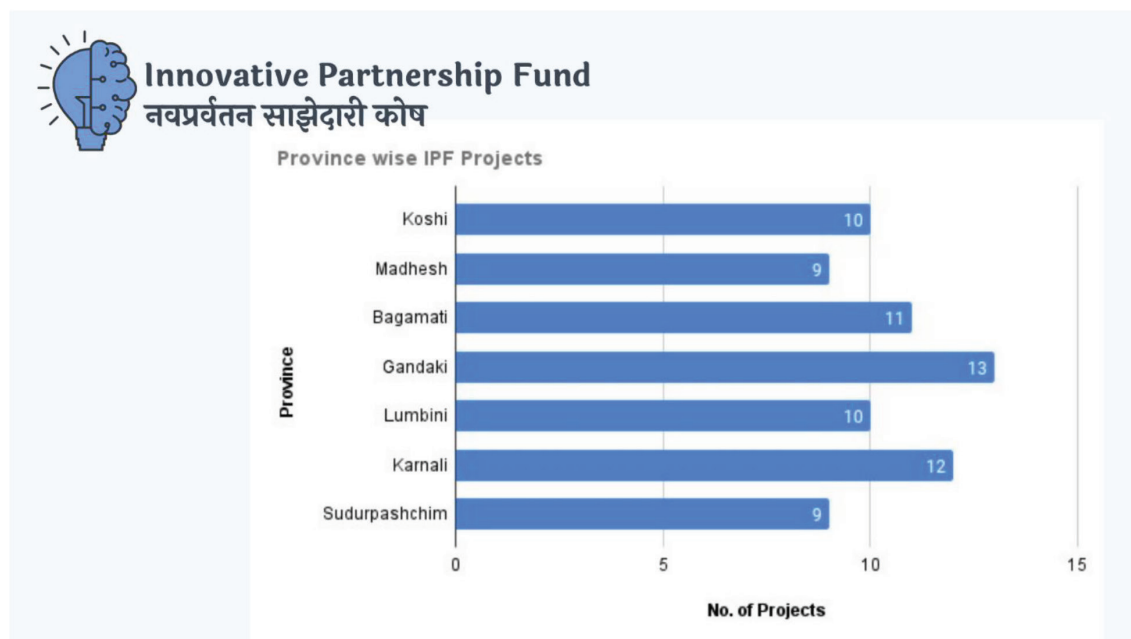
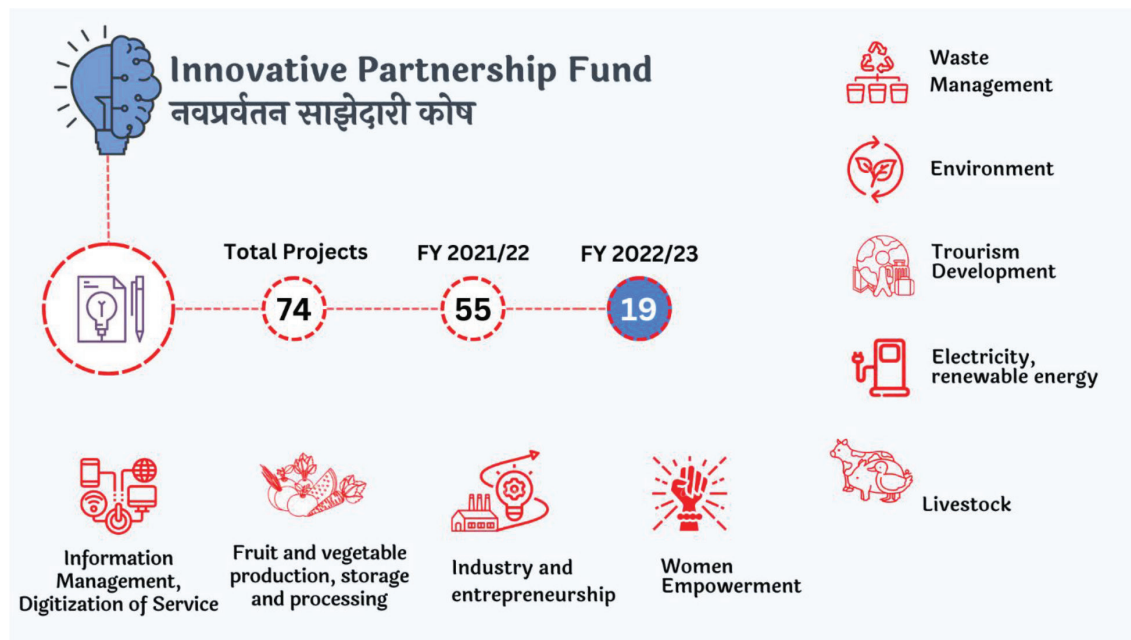
Gender distribution of training beneficiaries at Province Government



Gender distribution of training beneficiaries at Local Government









## 2. BACKGROUND

### 1.1. Provincial and Local Governance Support Program (PLGSP)

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

#### Overall context during 2022/23

The reporting period (Fiscal year 2022/23) has seen multiple, peaceful, free and fair, elections – which indicate major progress for Nepali democracy. These elections have, however, resulted in an unstable political context at federal and, in some cases, Provincial levels and shifting coalitions in federal and provincial alliances. In turn, this instability has underpinned a lack of focus and prioritisation of IGR and inhibited the promulgation and enactment of crucial federal legislation and frameworks. The frequent changes in government, political leadership and rotation of bureaucrats have also inhibited the program and its related activities in some instances.

Objectives of PLGSP: Provincial and local governments are fully functional, sustainable, inclusive and accountable to their citizens.

Target groups of PLGSP: All 753 Local and 7 Provincial governments, and their elected representatives and officials, are the major target groups as well as the main beneficiaries. PLGSP mainly intends to build their capacity and establish their institutions, systems and structures on a demand-led basis. Elected representatives at subnational levels, both executive and legislative, including from women and disadvantaged groups, will benefit from the program.

In addition to the subnational levels, federal government ministries, agencies and institutions are also a primary target group. Local government associations - both national and provincial chapters - and civil society organizations including the private sector, are a secondary target group.



Expected outcomes of PLGSP:

1. Government institutions at federal, provincial and local level as well as inter governmental mechanisms are functioning in support of federal governance as per the Constitution
2. Provincial and local governments have efficient, effective, inclusive and accountable institutions
3. Elected representatives and civil servants at provincial and local governments serve citizens to their satisfaction

Expected Outputs of PLGSP: There are a total of 14 outputs which aim to capture the achievements of and cooperation between federal, provincial and local governments.

Under Outcome 1:

1. Output 1: Federal Level institutions develop legislation and policies to support provincial and local governments in a consultative manner
2. Output 2: Federal level institutions develop tools and systems to support provincial and local governments in a consultative process
3. Output 3: Inter government administrative mechanisms strengthened and functional

Under Outcome 2:

4. Output 4: Provincial governments drafted legislation in a consultative manner
5. Output 5: Modernized PG systems enable horizontal and vertical accountability to all citizens and mainstream GESI
6. Output 6: PGs manage provincial public administration functions more effectively.
7. Output 7: Provincial Centre for Good Governance made operational to deliver capacity development services
8. Output 8: Modernized LGs have strong administrative systems and accountable public financial management system
9. Output 9: LG systems enable horizontal and vertical accountability to all citizens
10. Output 10: LG systems mainstream GESI in their service delivery
11. Output 11: LG systems enable citizen engagement and inclusive participation
12. Output 12: Innovative Partnership Fund (IPF) is operational and transparently supporting LGs

Under Outcome 3:

13. Output 13: Elected representatives and civil servants at the provincial level are incentivized and trained for delivering high quality services
14. Output 14: LGs' elected representatives and civil servants are empowered and trained for delivering high quality services



## **1.2. Major Progress by Programme Outcomes**

Details of the progress against the planned activities by Programme Outcomes and Outputs are described in the following sections.

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

In the fiscal year 2022/23, PLGSP has made substantial efforts to ensure the effective functioning of government institutions and intergovernmental mechanisms aligned with federal governance as mandated by the Constitution. Activities included the critical review and amendment of existing laws governing local governments, providing amended draft laws to ensure compliance. Moreover, Third-Party Monitoring of PLGSP was diligently conducted, enhancing transparency and accountability.

At a political level, PLGSP National Steering Committee meetings (chaired by Hon. Minister MoFAGA) took place providing strategic direction to the programme. At a federal level, an inter-province Chief Ministers' meeting (chaired by the Honourable Prime Minister, Pushpa Kamal Dahal 'Prachanda'), took place on 30th June 2023 in Gandaki Province, as detailed in page 10 of this report.

PCU also played a pivotal role in developing a Personal Information System (PIS) for Provincial Governments, streamlining data management. Training of Trainers (TOT) programs on thematic areas such as Internal Control System (ICS), Medium-Term Expenditure Framework (MTEF), and Management Audit were organized for local governments, enhancing their capacities. These efforts collectively contributed to strengthening government institutions and intergovernmental mechanisms at all levels.

Activities such as the review and amendment of local government laws, Third-Party Monitoring, and the development of a Personal Information System (PIS), have collectively contributed to significant progress. These efforts have resulted in improved functionality of government institutions and intergovernmental mechanisms across all levels, aligning with the constitutional requirements for federal governance. As a result, government institutions at the federal, provincial, and local levels are better equipped to support federal governance as outlined in the Constitution, thereby addressing critical root causes of conflict and promoting inclusive and accountable governance.



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

#### **PROGRAMME CO-ORDINATION UNIT (PCU)**

During the fiscal year 2022/23, PCU focused on enhancing the efficiency, effectiveness, inclusiveness, and accountability of provincial and local government institutions. Key initiatives included the strengthening of information management systems within local governments, ensuring streamlined data management. The rollout of the Sub-national Treasury Reform (SuTRA) and Public Audit Management System (PAMS) in all local governments significantly improved financial processes and accountability. Review workshops on Innovation Partnership Fund (IPF) implementation provided opportunities for learning and refinement. Moreover, PCU actively supported capacity building through exposure cum knowledge sharing visits, contributing to the development of capable and accountable institutions. These measures collectively fortified the efficiency and effectiveness of provincial and local government entities.

These activities, including strengthening information management systems, the roll-out of SuTRA and PAMS, and review workshops on Innovation Partnership Fund (IPF) implementation, have yielded notable outcomes. Provincial and local governments now boast more efficient, effective, inclusive, and accountable institutions. These improvements directly align with PLGSP's expected Outcomes, particularly regarding the development of efficient systems, the transparent operation of the IPF, and enhanced financial and service delivery mechanisms.

#### **KOSHI PROVINCE**

In the fiscal year 2022/23, the Provincial Programme Implementation Unit (PPIU) in Koshi Province, planned 24 activities and 56 milestones/targets and successfully completed 21 of these activities. Notably, PPIU Koshi played a crucial role in assisting the Provincial Government (PG) in drafting four laws, including two model laws for local governance. These laws, the Community-Based Tourism Development Policy-2079 and the Land Management (utilization, development, and regularization) Act-2079, have been submitted to the Office of the Chief Minister and Council of Ministers (OCMCM) for cabinet approval.

Extensive consultations and interactions took place with federal, local stakeholders, thematic experts, and provincial government and ministries to create the legislation. Additionally, PPIU provided technical support and resources to the PGs in formulating two model laws for Local Governments: the Local Government Inter-Coordination



Act, 2080, and the Local Environment Conservation Act, 2080. These have also been submitted to OCMCM for dissemination to all local governments.

Through various interventions, PPIU Koshi enhanced the capacity of elected representatives (PA members, and committees) and civil servants of PLGs regarding law formulation and its implementation, including mobilization of the law drafting committee of OCMCM and MoIAL, identifying the areas of the law in exclusive and concurrent rights by the three tiers governments. Finally, PLG's joint collaborations have enabled efficient, effective, inclusive, and accountable institutions through legislative measures.

PPIU Koshi, under output 5, aimed to enhance provincial administration by promoting good governance, transparency, and accountability. They achieved this through various means, such as developing Gender Equality and Social Inclusion (GESI) audit guidelines for the province, conducting GESI audits of ministries, and capacity building for GESI focal persons and high-level officials. Additionally, they organized three Public Hearings for major provincial projects, fostering citizen engagement and accountability. The three projects were related to infrastructure development: - Deuri river bridge construction (71m) at Triyuga Municipality, Udayapur, Ghinaghat Road project (22.5 KM), Morang district and Khawana river irrigation project at Chulachuli Rural Municipality, Illam. The facilitation team conducted a citizen satisfaction survey, exit poll, and Focused group discussion and later it was presented in the public hearing event where Province Parliament members, Local elected representatives, Project officials, and other civic stakeholders were present at the event. As an impact of the event, it was found that the project office had done a public audit, kept holding a board with detailed project details, addressed the issues raised by the public regarding the quality of materials used for construction, and increased the trust and ownership of the project by local government. This has created a sense of accountability among government officials, and elected representatives. These events provide citizens with access to information about government initiatives, policies, and projects.

To streamline governance programmes, reduce duplication, and establish a governance and capacity development framework, PPIU organized a review and sharing workshop with development partners in Koshi Province. This resulted in the development of an online reporting system for the registration and reporting of annual activities of development partners to the provincial government. There are more than 13 DPs who are currently working at the provincial level in close coordination with the Province Government, (including UNOPS, WFP, WHO, SWISSCONTACT, GiZ, Karuna Foundation, Save





The Children, A2J, PsP and Helvitas) are working on different thematic areas. Such coordination meetings have created an understanding of PG's priorities, policies, programmes, and plans.

PLGSP, Province Support Programme (PSP), and A2J have been working in the province to strengthen federalism, such coordination meetings have created a common understanding for the planning and implementation of the annual programmes reducing the chance of the duplication of annual activities. The provincial government has placed a regulatory act to facilitate the DPs and create an enabling environment to work jointly with the PG, for this an online reporting system has been developed to facilitate the registration and reporting of annual activities and progress reporting to the provincial government.

PPIU's Provincial Annual Strategic Implementation Plan (PASIP) included six activities to strengthen the province's public administration in areas such as service delivery, data management, public financial management, and civil service management, successfully introduced digitalization in the Province Public Service Commission with the Optical Mark Reader system and expanded the use of the Office Automation System to 13 institutions, including province agencies and ministries, for improved information and document exchange.

The rollout of the Province Personnel Information System (PIS) has enhanced the management of the province's civil service by the OCMCM and is described at page 14.

Moreover, the Provincial FRA system rollout was completed with some remaining online portal improvements. The FRA assessment by province ministries and agencies in the previous fiscal year will now use the portal for future assessments. PPIU also initiated the preparation of management audit guidelines and provided orientation on the internal control system, further strengthening the province's public administration.

Furthermore, the Innovative Partnership Fund Programme (IPF) has seen the implementation of ten schemes across nine local governments. These schemes focused on local economic development and the digitization of service delivery, including the promotion of local tourism, agriculture, and entrepreneurship, and several programmes aimed to uplift marginalized communities and promote good governance through the adoption of ICT in administration.

The local Government Institutional Capacity Self-Assessment (LISA) system has been an innovative tool to track the performance of local governments in Nepal. The LISA intends



to improve local governance which can be considered as a public sector innovation following the global trend of ICT development and e-governance. The assessment of the last three fiscal years of the Koshi Province shows the adoption of these tools has increased from 86% to 100% i.e., all 137 LGs. Moreover, the analysis of the last three years shows that the thematic indicator horizontal and vertical coordination as the weak area among the 10 thematic indicators has been gradually improving from 24.89% to 36.31%, local government has started to work collaboratively in areas like solid waste management, construction of the common resource centre for Disaster Preparedness and Response Centre.

Similarly, the service delivery indicator shows a remarkable improvement from 51.71% to 73.93%. The adoption of the ICT and e-governance initiative in service delivery at LGs with the mobilization of IT officers has been seen as a great impact. The Local government has initiated to demand the capacity development programme to PCGG on the basis of the LISA thematic indicators.

GESI audit and various training related to GESI Mainstreaming and GRB has been conducted from 2020/021 to FY 2022/2023 in provincial ministries and Local government in Koshi Province.

The impact of the activities was seen gradually in the provincial government. The provincial government and Offices have a GESI focal person, adopting GESI policy, GESI audit guidelines, and GESI audit assessment of PGs. Provincial and Local Governments focused their budget on supporting the marginalized especially women, Dalit, and disabled communities.

Provincial ministries and Offices as well as local governments have seriously adopted gender-responsive planning and budgeting. After receiving the training, most of the officials were aware and sensitized on gender-friendly workplaces, gender violence social inclusion, etc.

After the result and recommendation of the GESI audit assessment, there has been appreciable impact in local governments, like: breastfeeding rooms have been built in municipal and ward offices, Women who are victims of violence and are unable to return home have been provided with food and accommodation as well as legal assistance. Ward no. 1, 2 and 4 are in operation to provide such a special service, preparation of a detailed action plan and budget allocation in the annual programme, to develop the capacity of





disabled people, a special programme has been organized to provide vocational training as well as provision of grants for disabled people who want to be financially independent. The collective efforts of PPIU and PCGG have been instrumental in transforming provincial and local governments into more inclusive and accountable institutions. These activities will contribute to deeper institutional reforms for improved provincial and local governance. In the upcoming fiscal year, ten IPF programmes will become operational, introducing innovation in institutional and governance reforms at the local government level and generating insights for future policy reform.

### **MADHESH PROVINCE**

Intra-government relations at province level have strengthened via wider consultation among the relevant ministries during the law formulation period. Madhesh PCC has evolved into a forum for sharing efforts made by PGs and LGs for strengthening federalism in Nepal. In the meantime, the PG institution's governance system will improve via PLGSP interventions (law formulation, orientation on Internal Control System (ICS) for provincial government staff, formulation of the e-governance master plan and library establishment at PRTC). These interventions by PLGSP have contributed towards functional, inclusive and accountable PG institutions and further progress will be prioritized for the future.

PLGSP, Madhesh Province has supported LGs in LISA roll out in 123 LGs, FRA roll out in 83 LGs and committed MTEF preparation of their respective LGs during the MTEF orientation by their elected representatives and staff.

With the mutual collaboration of LGs and PG, different innovative projects were implemented in nine LGs of Madhesh province under Innovative Partnership Fund (IPF) scheme and the projects are being handled by respective LGs. After the interventions, it will support the governance of LGs and local economic development of the province. Moreover, such innovative projects will support improving intergovernmental relations, especially PG and LGs, and inter-government relation strengthening activities will again be prioritized in the future.

### **BAGAMATI PROVINCE**

The main priority of output 4 was providing support to Bagamati Provincial parliamentarians on law-making processes and the study of prepared laws of LGs and a study on provincial cooperative law and local-level cooperative law, their strengths and their weakness. The study has provided recommendations which is a crucial document



to inform provincial assembly members in order to amend the laws. In this regard, as a result of the programme activities, the provincial parliaments have increased awareness and capacity in relevant fields and improved knowledge and skills on law making process in their provincial assembly. Elected representatives of local governments have also been enabled to review their cooperative law.

Provincial Coordination Committee (PCC) meetings have been involved in the selection and approval of IPF. PCC has approved proposed activities for FY 080/81 through PPIU and PCGG, along with the suggestions received from the committee members. As suggested, Bagmati province have provided sufficient time in annual planning.

Under Output 6, OCMCM Bagmati Province has completed a study of various documents prepared for LGs in the technical support of PCGG. The study suggested preparing a periodic plan or CD plan by appointing experts/consultants through the municipality itself to prepare plans within fixed period of time, ownership will remain and the performed task will have result-oriented. Similarly, LGs suggested PCGG to execute the programme only on the basis of demand from LGs and that the Bagmati provincial government invest in large and multi-year projects rather than numerous small projects. LGs also suggested organizing more technical training such as for basic infrastructure training, procurement management and legal training. Suggestion have been acknowledged from OCMCM authority.

Following orientation on ICS, OCMCM Bagmati has published its own internal guidelines published this on its website. Other ministries such as Ministry of Forest and Environment, Ministry of Social Development, Ministry of Internal Affairs and Law, Ministry of Economic Affairs and Planning have prepared draft internal control guidelines that they are in the process of publishing. As a result, budget irregularities in the ministries have also been decreased.

Ministries have started to conduct public hearing programmes to enhance the transparency and the Ministry of Labour, Employment and Transport has conducted a customer satisfaction survey and made corrections as suggested by the report.

Bagmati Province has made significant strides in the field of ICT and has successfully implemented a uniform website for all 119 local governments, ensuring consistency and easy access to local government information. The development of an Integrated Local Governance Mobile Application for all 119 local governments highlights their commitment to citizen engagement and accessibility through modern technology.



The implementation of the Public Assets Management System (PAMS) has contributed to efficient public asset management, while the use of other ICT systems promotes transparency and accountability. Additionally, the Sub-National Treasury Regulatory Application (SuTRA) and VERSP-MIS enhance financial planning and management, as well as vital event and social protection allowance services, respectively.

In terms of strong areas in ICT, Bagmati Province has formulated an e-Gov Master Plan, providing a strategic direction for ICT development. In addition to these achievements, LGs in Bagmati Province have invested in critical ICT infrastructure, including expanding the network, implementing servers, providing internet access, offering free Wi-Fi, and ensuring power backup systems. The province has prioritized knowledge management, offering ICT-based training to local government staff to enhance digital literacy and capacity building. Lastly, LGs have implemented online tools for self-assessment, such as LISA, FRA, promoting good governance practices and transparency in the province. Those achievements reflect the Bagmati Province's binding ICT for enhanced digital governance and service delivery.

One of the major results of Outcome 2 is inclusive governance. GESI mainstreaming on provincial government and local government is a key milestone of the programme. 30% local level have conducted GESI audit annually and allocating budget from internal resource. 85 local governments have formulated their GESI Strategy and implemented this after approval by LGs Executive Committee, and posted on their websites. Almost 2000 elected representative and staff were capacitated in fiscal year 2079/2080 and implemented the GESI strategy effectively. GESI focal persons have been deployed to LGs and are providing capacity development. 35% local level applying the Code of Conduct to reduce the Gender-based violence in the workplace, established the management fund for GBV victims.

Under Output 12, all 119 LGs were oriented on the IPF guidelines, which supported preparing innovative concept notes. 11 LGs were selected for innovative partnership fund support and entered into agreements with the co-sharing provision, resulting in 78.83 % of financial progress being achieved.

The implementation of IPF in the field has been received positively by all concerned stakeholders. The IPF schemes were mainly focused on service delivery (IT) and local Economic Development (Agriculture, Waste Management and Entrepreneurship). The implementation of IPF schemes has created local income generation, easy social delivery



through IT and helped to extend the local business areas. Moreover, the waste management by the LGs have resulted in the green recovery of the areas resulting in the safe and clean environment.

Additionally, the successful implementation of IPF schemes has created an innovative space to LGs to explore the innovative activities within their areas. This can be seen as the LGs have allocated a budget for innovative schemes in the Annual Budget Plan for the FY 2080/81.

## **GANDAKI PROVINCE**

Gandaki PPIU and PCGG have made substantial progress in achieving outcomes 2 and 3, as well as subsequent outputs, through various Capacity Development (CD) activities. By the end of the fiscal year 2022/023, a total of 2,817 individuals, including staff, elected representatives, and other stakeholders, have directly benefited from these services and CD-related training activities. Of these, 2,304 (82%) were male, and 513 (18%) were female.

Additionally, 124 (4.4%) were Dalit, 856 (30.3%) were Janajati, 1,814 (64%) were Brahmin/Chhetri, 11 (0.3%) were Madhesi, and 12 (0.4%) were Muslim. Elected representatives accounted for 1,165 (41%), while staff from both Provincial Governments (PGs) and Local Governments (LGs) made up 1,396 (49.5%), and 256 (9%) were other individuals. Among the elected representatives, there were 7 from PGs and 1,158 from LGs. PG staff numbered 279 (20%), while LGs staff comprised 1,117 (80%) of the total PG/LGs staff.

### ***PG Legislation***

50 laws have been reviewed of which 34 have been amended out of 50 during the fiscal year 2022/023. In addition, a further five new laws were developed, as outlined below:

- Province Civil Service Act, 2079
- Local Services (Formation and Operation) Act, 2079
- Gandaki Province Civil Service Regulation, 2079
- Chief Minister Innovative Partnership Program (CM IPP) Operational Guideline, 2079
- Province Coordination Council Meeting (Operation and Management) Working Procedure, 2079

Based on the Civil Service Act/Regulation of PLGs, OCMCM (Office of the Chief Minister and Council of Ministers) has recently issued a notice regarding staff promotions.



Consequently, the Province has developed its own CM IPP Operational Guideline and has implemented five new projects, allocating 7.6 crore for this purpose.

### ***Inter-Governmental Relationship***

An inter-province Chief Ministers' meeting, chaired by the Honourable Prime Minister, Pushpa Kamal Dahal 'Prachanda', took place on 30th June 2023 in Gandaki Province. Invitations were extended to the Chief Ministers, Principal Secretaries of all provinces, and all ministers of Gandaki Province. Additionally, members of the Gandaki Province Assembly, the Mayor of Pokhara Metropolitan Government, and high-level officials from OPMCM/MoFAGA also participated in the meeting.

During the meeting, six papers from the six provinces were presented, covering topics such as province introduction, five-year budgets and expenditures, provincial structures, main activities, challenges, strategies for the way forward, and interrelations between provinces. The meeting focused on developing interrelationships among provinces, including:

- Political interrelationships
- Interaction between chief attorneys
- Interaction between Chief Ministers and Sabhamukh (Speaker)
- Administrative interrelationships and inter-province interaction programs
- Experience sharing between Principal Secretaries
- Conferences between Province Service Commissions
- Staff inter-province experience sharing programmes
- Interrelation in infrastructure development
- Co-financing
- Interrelation in lawmaking
- Concurrent laws in transportation management
- Ensuring equal facilities for inter-province citizens
- Disaster management.

Furthermore, the meeting discussed topics such as lawmaking in concurrent rights, financial equalization grants, the effectiveness of internal committees and councils, revenue sharing, the increment of PLGs' share, capacity development of elected officials and staff, coordination and cooperation in planning formulation, land management/access as per the province's demands, citizen participation, and awareness. These discussions laid the groundwork for the future development of all Provincial and Local Governments (PLGs). The meeting concluded with the development of a 17-point "sajha-patra", reflecting the fruitful outcomes of the discussions.



The PLGSP provided technical support for the Provincial Coordination Council meeting (PCC) with financial backing from OCMCM. Significant decisions were made regarding PLGs' issues. Subsequently, a National Council Meeting was held on 1st July 2023 in Pokhara to address issues raised by PGs, resulting in the passage of six points/agendas.

Additionally, the Province Coordination Committee (PCC) conducted a meeting and provided significant policy-level guidance and input to facilitate the smooth implementation of the PLGSP programme. During the meeting, discussions centred on the Innovative Partnership Fund (IPF) projects, resulting in the approval of eight projects for execution in FY 2022/023. These activities have strengthened intergovernmental relations between the three tiers of government.

### *Accountability*

PLGSP has supported public hearings at 6 PG level ministerial offices (Infrastructure Development Office, Baglung; Health office, Myagdi; Cottage and Small Industries Office, Parbat; Water Resource and Irrigation Development Division Office, Tanahun; Transportation Office and Division Forest Offices, Nawalpur), adopting a cluster approach by outsourcing consultants. The activity increased public services' transparency and has strengthened service delivery by addressing the issues raised by the public.

PLGSP has supported 2 DPs coordination meetings, inviting all donor agencies working in Gandaki Province and shared programme status of all partners to make the service delivery system transparent and accountable. Furthermore, a video documentary incorporating the activities of PG/PLGSP has also prepared that has supported accountability and transparency in service delivery.

GPTA organised an orientation on Social Accountability tools for elected representatives and LG staff on 11th April 2023 in Pokhara. The main participants were mayors, chairs, and chief administrative officers (CAOs), with a total of 111 participants from 85 LGs. Among these, 105 were male, and 6 were female. There were 41 elected representatives and 70 LG staff members in attendance.

During the training, LGs shared their practices regarding Social Accountability tools. Most LGs reported practicing public hearings and public audits, while only a few mentioned practicing Social Audits. Experts guided participants on Social Accountability techniques/tools and provided insights into the SA promotion guideline for 2077 prepared by Gandaki Province. Additionally, a session on Disability-Inclusive Local Governance was conducted by the National Federation of the Disabled- Nepal (NFDN).





The committees formed within LGs under the Local Government Operation Act, 2074, and the Annual Planning and Budgeting Directive, 2074, have not been functioning effectively due to a lack of knowledge about their roles and responsibilities. In response, GPTA organised an interaction programme for the members of sectoral committees in Myagdi, Gorkha, and Parbat districts. The programme aimed to empower committee members, motivate them to actively participate in LG development, and clarify their roles and responsibilities. The programme targeted committee coordinators, members and relevant LG staff.

During the interaction programme, facilitators provided guidance on the roles and responsibilities of committee members related to planning, implementation, monitoring, GESI mainstreaming, and the use of Social Accountability tools. In total, there were 114 participants, including 99 males and 15 females, with representation from various communities such as Dalit, Janajati, Muslim, Brahmin, and Chhetri. As a result, committee members played a more meaningful role in the planning process for the year 2080/2081.

### ***GESI Mainstreaming***

There were 5 GESI audit events of different ministries (Ministry of Health and Population, Ministry of Tourism, Industry, Commerce and Supply, Ministry of Education Culture, Science, Technology and Social Development, Ministry of Physical Infrastructure Urban Development and Transportation Management, and Ministry of Forest, Environment and Soil Conservation, Ministry of Finance) conducted by an outsourced consultant to the FY 2022/023. As a result, a base for allocating budget on GESI head was developed and implemented according to the action plan by respective ministries.

During this reporting period, nineteen Local Governments (LGs) received technical and financial support from GPTA/PLGSP to develop their Gender Equality and Social Inclusion (GESI) strategies. GPTA collected demands from various LGs and selected them based on specific criteria. An orientation session on the GESI strategy formulation process was conducted for elected representatives and Chief Administrative Officers (CAOs) to ensure their comprehensive understanding of the guidelines. Memorandums of Understanding (MoUs) were established between the LGs and GPTA.

The GESI strategy formulation process was primarily led by the LGs themselves, including the procurement of consulting services, participation in workshops and orientations, and the approval of GESI strategies during municipal executive meetings. GPTA provided technical support, which included developing Terms of Reference (TOR) for consultants and ensuring the quality of reports and processes by offering technical feedback. Upon completion of the required documents, GPTA reimbursed Rs 2 lakhs to each LG. It's



worth noting that out of the 20 LGs, Gandaki Rural Municipality did not prepare a GESI strategy during this reporting period, resulting in 19 LGs successfully developing their GESI strategies.

Gender Equality and Social Inclusion Audit (GESI Audit) serves as a vital tool for promoting GESI mainstreaming within the governance process. GPTA/PCGG has been actively supporting LGs in conducting GESI audits, with 20 such audits completed during the reporting period. The primary objective of these audits is to assess the existing state of GESI-sensitive and responsive institutional arrangements within LGs, including programmes, policies, procedures, budgets, human resource management, and governance systems. These audit events have helped LGs identify areas for improvement in terms of GESI sensitivity and responsiveness, ultimately holding LGs accountable for promoting GESI at all levels of their actions.

### ***ICT & e-Governance***

PLGSP developed an e-governance master plan for Gandaki Province up to the year 2020/2021, which recommended various areas of improvement to strengthen the province. This report was publicly disseminated in 2022. One significant area for enhancement was the online monitoring system and to add essential features to update and upgrade the system. The updated system now allows milestone and progress updates at any time, even if progress exceeds the target. Concerned ministries can monitor progress via pie charts, district offices can change activity statuses, and the system accommodates changes in ministry mergers or separations. Moreover, it automatically updates the main activities of district offices and reduces errors from the previous system, making it highly sophisticated.

Additionally, Rastriya Kitabkhana (Nijamati), a significant department of MoFAGA, regularly updates personnel information for public staff to support policymaking. They have developed the PIS software, requiring each staff member to fill in their information. PLGSP/PPIU supported Rastriya Kitabkhana (Nijamati) in conducting a 3-day PIS training, facilitated by experts from Rastriya Kitabkhana and SANGRILA developers. Thirty-eight PG staff members (32 males and 6 females) from various ministries and offices were oriented on the extended PIS system.

There were some flaws in the volunteer mobilization guideline prepared by OCMCM. Therefore, PLGSP supported the Volunteers' Mobilization Directive Committee in revising the guideline, consulting with PLGs throughout the recruitment process. A total of 73 volunteers were selected and deployed to LGs and worked closely with in various roles, including ward offices and supporting relevant units at LGs offices. Positive feedback has been received and their continuation in the coming year. Although PLGSP





did not allocate a budget for this, Gandaki Province continued the programme from its core funds for FY 2023/024.

PPPC led the preparation of Gandaki Province's profile and outsourced developing software for a digital profile system and collecting, reviewing, and entering data into the system. Most of the data from Gandaki Province, provided by CBS, has been entered. PLGSP maintained regular coordination with developers and provided technical input throughout the process. The final report has been handed over to PPPC and is now functional.

### ***Innovative Partnership Fund (IPF)***

16 LGs submitted concept notes and 5 LGs were recommended for full proposal. Subsequently, 3 schemes for IPF were awarded (Kaligandaki RM; Galkot Municipality and Aanbukhaireni RM) for the FY 2022/023.

Gandaki Province has internalized IPF project by allocating 7.6 crore budget. It has developed its own CM IPP guideline and has selected 5 LG (Madhyabindu Municipality, Devchuli Municipality, Phalebas Municipality, Barpak Sulikot RM, and Kathekhola RM). Among them, 3 projects were related to LED, and 2 were related to digital governance. Thus, there were total 8 projects run in Gandaki Province to the F/Y 2022/023.

The 10 PLGSP IPF projects from 2021/022 were regularly monitored and backstopped. Together, the IPF/PLGSP and CM-IPP projects have helped to strengthen the inter-relation between PG and LGs, explore innovative ideas and enhanced LGs local economic development, service delivery and digital governance systems. To the end of Ashadh, 2080, IPF/PLGSP was able to expend 66.69% budget whereas CM-IPP has able to achieve 80% financial progress.

## **LUMBINI PROVINCE**

### ***Legislation***

The provincial and local governments (PLGs) have formulated different laws, including regulation and guidelines to carry out their functions as provisioned in the constitution. The PG has formulated many laws such as Province Civil Service Act, Province Forest Regulation, Executive Order of Province Training Academy, Provincial Government Fiduciary Risk Reduction Guideline, Volunteer Mobilization Guideline, and Gender Responsive Budgeting Guideline. These laws were formulated in a consultative manner with concerned beneficiaries and stakeholders at provincial and local level. Likewise, PLGSP reviewed existing laws of the LGs and provided feedback for the further revision and improvement by the LGs. Through these interventions, PLGSP enhanced the capacity



of elected representatives and civil servants of PLGs regarding law formulation and its implementation, community mediation, including identify improvement areas in law-making process by three tiers governments. Finally, PLGs have enacted legislation to enable efficient, effective, inclusive and accountable institutions.

### ***Inter-Governmental Relationship***

Efforts have been undertaken to improve horizontal and vertical coordination among three tiers governments with respect to implementing different aspects of the sub-national governance system. PLGSP's Provincial Coordination Committee played a vital role improving coordination with the federal and local governments, including development partners and organizations at the provincial level.

The Provincial Programme Implementation Unit and Provincial Centre for Good Governance enhanced the capacity of elected representatives and civil servants through various interventions in a coordinated way that created coordination and collaboration spaces. The development partners (DPs)/development organizations have gained a shared understanding regarding PGs' priorities, policies, programmes and plans and PG encouraged joint working in the development process during the provincial coordination meeting with the DPs.

The Innovative Partnership Fund (IPF) played vital role in the coordination, cooperation and collaboration between PLGs through fund mobilization for most disadvantaged communities, resulting in close communication between PLGs, cost sharing and joint working for project development.

The provincial and local governments' institutions and inter-governmental mechanisms at the provincial and local level are functioning as per the constitution; however, many areas remain and these should be strengthened through targeted action in the future programme.

### ***GESI Mainstreaming***

GESI audits and training related to Gender Equality and Social Inclusion (GESI) Mainstreaming and Gender-Responsive Budgeting (GRB) have been conducted from 2020/2021 to FY 2022/2023 in provincial ministries and local governments in Lumbini Province. The impact of these activities has been visibly observed within the provincial government, with the provincial government and offices embracing GESI-friendly infrastructure in the newly constructed provincial capital. Both provincial and local governments have allocated their budgets to support marginalized groups, particularly women, Dalits, and disabled communities. Provincial ministries, offices, and local governments have earnestly started adopting gender-responsive planning and budgeting practices.



Following training, most officials are now aware and sensitized to creating gender-friendly workplaces and addressing issues such as gender-based violence and social inclusion. As a result of capacity development support provided to all 109 local governments (LGs), each LG has formulated gender policies and established Gender and Social Inclusion Units, along with appointing GESI focal persons. The Provincial Coordination and Gender and Governance Section (PCGG) has further enhanced the knowledge of these GESI focal persons.

Additionally, all deputy mayors, vice chairpersons, and section officers of all LGs have been capacitated to formulate gender-responsive budget plans. LGs have also begun conducting GESI audits on their own budgets, leading to an increase in the annual volume of Gender-Responsive Budgeting (GRB). Elected representatives of LGs, particularly those from Dalit and minority communities, have received orientation and actively participate in LGs' planning, budgeting, decision-making processes, and implementation.

### ***ICT and e-Governance***

Harmonizing IT-based Management Policies, Systems, and Guidelines: PLGSP in Lumbini Province has been instrumental in supporting the implementation and institutionalization of various systems, such as the Local Government Institution Capacity Self-Assessment (LISA), Fiduciary Risk Assessment (FRA), and the annual Progress Analysis and Monitoring System. These initiatives aim to assess the alignment of policies and systems within local government, thereby bolstering effective management policies.

Enhancing Data Integration and Management across Government Levels: PLGSP Lumbini Province has played a pivotal role in promoting the widespread adoption of GEA 2.0 and other national-level ICT policies and guidelines. This effort aims to standardize IT systems, maintain uniformity, and ensure interoperability for seamless data sharing. An illustrative example of data integration is the consolidation of information from all local governments at the provincial level.

Supporting IT Workforce Development: Continuous technical support has been extended to bolster the IT workforce within local governments. This support encompasses training, mentoring, and networking opportunities, all of which facilitate the adoption of IT-based management and service delivery. Moreover, the programme has also invested in enhancing the IT workforce at the provincial level through ongoing capacity development and mentorship.

Enhancing ICT Infrastructure: PLGSP has provided significant support for the development of ICT infrastructure in both the province and local governments. This



includes the creation of ICT software and the installation of IT hardware to strengthen the technological backbone.

Promoting Innovation in Service Delivery and Governance through IPF: The programme has actively supported innovative initiatives proposed by local governments in the realm of ICT through the Innovative Partnership Fund (IPF). These initiatives encompass the promotion of digital literacy, the establishment of municipality-specific optical fibre-based information highways, the implementation of integrated municipal systems, the creation of digital service centres, and the introduction of IT-based teaching and learning in public schools, among others.

In summary, these interventions are geared towards fostering the widespread adoption of ICT at all levels of government, ultimately advancing e-Governance and enhancing the effectiveness of public service delivery.

### ***Public Financial Management (PFM)***

Strengthening Public Financial Management (PFM) means ensuring performance, transparency, and accountability in the use of public funds. This includes ‘supply side’ initiatives to strengthen systems and processes, as well as ‘demand side’ interventions to strengthen institutions of accountability and civil society to enhance their oversight of PFM processes.

PLGSP/PPIU has been facilitating the adaptation of PFM systems specific to the needs of Lumbini’s Provincial and local governments, to enhance effectiveness and efficiency to utilize the monetary funds available. It aims to strengthen the capacity of the both governments through training, coaching to which follow the laws, rules, systems and processes of the government for the fund utilization.

As such, PLGSP/PPIU aims to align with the government-adopted, coherent system of collection and utilize the revenue in a transparent manner with their auditing as well as reduce fiduciary risk, maintain accountability of responsible officials and efficiently management the public resources and timely delivery of services to the citizens. In this regard, various training workshops were organized by the PLGSP/PPIU in the province and local level was undertaken. The training provided was appreciated and further coaching requested covering all topics of Public Financial Management sector.

To further strengthen the PFM sector, the provincial government of Lumbini province decided to prepare Fiduciary Risk Reduction Guideline 2078 (FRAP). The guideline was endorsed by the provincial government. It is the long-term impact of the PLGSP/PPIU to



strengthen the capacity of local government in the public financial management sectors. Innovative Partnership Fund (IPF)

The Innovative Partnership Fund (IPF) has brought about a remarkable transformation in local governments. One significant outcome has been the cultivation of a competitive spirit among these entities, driving them to generate innovative ideas and solutions in their pursuit of IPF support. This competitive environment, in turn, has led to tangible improvements in governance as local governments strive to enhance their performance to secure funding. Simultaneously, IPF projects have actively encouraged the integration of gender-responsive and sustainable practices into local projects, aligning them with broader development objectives and fostering a more inclusive and environmentally conscious approach to governance.

What makes this transformation even more impactful is the enthusiastic adoption of the IPF model itself. Local governments, provincial authorities, and stakeholders have enthusiastically embraced IPF as a novel and effective approach to project design. This widespread acceptance reflects a growing sense of ownership and commitment to the IPF model, thereby fostering a culture of innovation throughout the province. Lumbini Province Government's commitment to fostering innovation and partnership has taken a significant step forward with the allocation of NRs. 12 crore towards the implementation of the Chief Minister Innovative Partnership Programme. In its pursuit of excellence, the Provincial government is on the brink of endorsing a comprehensive implementation guideline for this programme, drawing inspiration from the well-established IPF guideline prepared by MOFAGA/PLGSP.

Furthermore, IPF projects have not only influenced local governments but have also facilitated productive vertical relationships between local and provincial governments. This collaboration has improved decision-making processes and resource allocation, enhancing overall governance efficiency.

Additionally, IPF initiatives have leveraged information technology (IT) to improve service delivery. In response, local governments have enthusiastically adopted IT solutions, leading to increased efficiency, transparency, and accessibility in public services.

## **KARNALI PROVINCE**

### ***Legislation***

PLGSP supported the formulation and review of provincial and local level laws/acts in consultative manner. Altogether, a total of 22 provincial acts/laws have formulated/revised in support of PLGSP in Karnali Province, including Public Service Commission



Act, 2077; Provincial Public hearing guideline, 2077; Provincial Coordination Council (PCC) meeting operational and management guideline, 2077; Drafted Karnali provincial GESI policy 2078 and Child Marriage Reduction Procedure, 2079. A full list of legislation is given provincial annual report of Karnali province.

### ***GESI Mainstreaming***

All planned activities in PASIP regarding GESI mainstreaming were accomplished and, the following results have been achieved by the end of this reporting period:

- All 79 LGs developed and functioned GESI Strategy in Karnali in PLGSP support,
- All 79 LGs in Karnali conducted GESI and GRB Audit in line with the GESI strategy implementation
- Regular basis GESI focal person meeting at Provincial and local government level discussion made on GESI related issues, mainstreaming GESI / GRB sensitive policy, plan, programme and budget
- Karnali Provincial government has endorsed GESI policy, 2078 as a result 6 provincial ministries conducted GESI Audit
- Karnali Province Government has produced 60 GESI and GRB local focal persons to conduct GESI /GRB related capacity development programme at PLGs

### ***ICT and e-Governance***

Under Output 6 major activities accomplished include strengthening information technology-based systems in PLGs, capacity development of IT officers at provincial and local level, support to strengthening advertisement system of Karnali Provincial Public Service Commission, providing legal mentoring support to LGs, Fiduciary Risk Reduction Guideline, FRA system and support to establish Internal control system, Audit Arrear Management system have all been accomplished.

As a result of the PASIP activities delivered, the following significant result have been achieved:

- IT officers in 79 LGs are engaged under PLGSP support to establish, improvise and institutionalize ICT based local and national systems such as LISA, FRA, SuTRA, PAMs.
- PLGSP-Karnali supported to establish and function Advertisement System of Provincial Public Service Commission and as a result 991 provincial and local staff have been recruited to fulfil the emergent need of staff at provincial and local level
- Programme and budget monitoring system established under OCMCM to track the milestone- based progress of provincial ministries, directorates and officials
- Hello CM grievances handling system established in OCMCM to address public grievances.





- PLGSP support to develop website for 8 provincial ministries.
- Karnali Province has established Provincial Information Management System (PIMS) in coordination with Karnali Provincial Planning Commission (KPPC)

### ***Strengthening PCGG***

Under the Output 7, the major activities as such support to physical infrastructure to PCGG, prepare long term strategic plan of PCGG, conduct cross learning & sharing have been accomplished. As a result, the old PCGG building has been reconstructed for the training hall and two well-equipped training halls, offices and surroundings of the PCGG have been improvised in support of PLGSP, EUSIF /UNDP and International IDEA.

Karnali Province Parliament passed the Karnali Province Training Academy bill; however, gaps remain limiting the scope for KPTA's institutional development works. Recently KPTA prepared its strategic and business plan in support of development partners as such EUSIF, GIA and International IDEA, who are working to complement PLGSP in Karnali

### ***Public financial management***

Under Output 8, activities encompassed the preparation of a Revenue Improvement Action Plan (RAIP), the development of Capacity Development (CD) plans for Local Governments (LGs), orientation sessions on the Medium-Term Expenditure Framework (MTEF) for newly elected representatives and officials, assistance to ensure the completion of the Local Infrastructure and Service Assessment (LISA) with a focus on quality assurance, as well as support for the Fiduciary Risk Assessment (FRA) and the formulation of its implementation plan.

The completion of these activities resulted in the following major achievements:

- 100% (all 79 LGs) in Karnali Province accomplished LISA and FRA in given timeline and uploaded in MoFAGA website
- 32 LGs developed Revenue Improvement Action Plan (RAIP) in Karnali
- 30 LGs out of 79 developed LISA based Capacity Development (CD) plan in Karnali Province
- All 79 LGs prepared Mid Term Expenditure Framework (MTEF)
- Karnali Province has developed Audit Arrear Management System at Provincial level to manage the systematic record and management of Audit arrears
- 10 LGs developed periodic plan in support of PLGSP

### ***Horizontal and vertical accountability***

Under Output 9, aimed at promoting LG systems that enable horizontal and vertical accountability to all citizens, the planned activities included orientation on Local Economic



Development at the LG level, promotion of horizontal accountability on various common issues and agendas such as solid waste management, environment, forest, climate change, and disaster risk management issues, as well as public hearings and public audits at the LG level.

As a result of the successful completion of these activities, notable results are illustrated below:

- Workshop on Local Economic Development (LED) for all 79 LGs completed. As a result, 45 LGs have incorporated /harmonized local economic development orientated policy, programme and budget, contributing to the top priority of Karnali Provincial Government “Karnali Sambridi Programme.”
- All 79 LGs Karnali completed public hearing, public audit and social audit practices by their own initiatives with the technical support of PLGSP and other Development Partner’s, to foster public accountability and acceptance of their institutional policy, plan, programme and budget.
- Agreement between several LGs in Karnali made to jointly plan and implement solid waste management, environment and climate change risk management thematic activities to promote horizontal accountability.

### ***Mainstreaming GESI in service delivery***

Under Output 10, activities included organizing orientation on GESI mainstreaming for newly elected representatives, providing support for the preparation and implementation of GESI strategies and conducting GESI/GRB audits at the Local Governance level, and organizing regular meetings and interactions with GESI focal persons at the local level. As a result of the successful completion of these planned activities, major achievements under this output are outlined below:

- 78 LGs in Karnali have prepared GESI strategy, 56 LGs have endorsed the GESI strategy via local council meetings to incorporate in local level policy, plan, programme and budget
- All 79 LGs completed GESI audit to implement the GESI strategy in support of PLGSP
- Karnali Province has supported the development of 60 local-level resource persons on GESI and GRB thematic areas by conducting GESI- and GRB-related ToT to produce and mobilize the locally available resource persons.

### ***Citizen engagement and inclusive participation***

The PLGSP has implemented various activities aimed at enhancing citizen engagement and fostering inclusive participation. These efforts include providing training and orientation on the planning process, conducting interaction programmes at the local government (LG)





level to encourage the active involvement of women, socially, politically, geographically, and economically marginalized individuals.

As a result of these training and support initiatives, elected representatives and government staff have gained a better understanding of the planning, implementation, and monitoring processes for local policies, plans, programmes, and budgets. Consequently, LGs in Karnali have fully embraced the planning process, ensuring inclusive participation from the community.

Furthermore, all 79 LGs have independently established grievance handling mechanisms at their levels, establishing links with provincial and federal government grievance handling systems, with support from PLGSP.

### **Innovative Partnership Fund (IPF)**

Under Output 12, PLGSP supported 12 IPF projects, as below:

- Institutional Development and Promotion of Good Governance of Bhagwatimai RM
- Self-reliance project through ecological income and tourism promotion, Gaushala management for community animal husbandry and environmental hygiene protection / demonstration in Birendranagar Surkhet
- Waste Management Programme for Clean Municipalities, Healthy Citizens and Local Employment (Garbage Management) (Joint Partnership: Narayan Municipality, Dullu Municipality, Chamundabindrasaini Municipality and Bhairabi RM)
- Fruit promotion and special breed poultry as well as homestay operation Project, Naryan Municipality, Deilakh
- Economic Development through Bheri Karnali Water Tourism Project, Panchapuri Municipality, Surkhet
- Our Rural Municipality Digitization Project, Bharekot Rural Municipality, Jajarkot
- Educational quality improvement project through information technology and LAB in schools, Kanakasundari Rural Municipality, Jumla
- Digital archiving and Digital Service delivery Project of local government, Chhayanata Rara Municipality, Mugu
- Information Technology Development, Child Development and Garbage Management Programme, Musikot Municipality, Rukum West
- Child Centred Education for Quality Learning – CCL Project, Sharada Municipality, Salyan
- Economic Linkage through Panchkoshi Area Conservation, Promotion and Development Project, Dullu Municipality, Dailekh



## **SUDURPASHCHIM PROVINCE**

Inter-Governmental Relations in Provincial Local Governments (PLGs) have been strengthened through the Provincial Coordination Council (PCC) meetings which serve as a forum for Local Governments (LGs) and the Provincial Government (PG) to enhance their relationship and address shared issues.

To bolster institutional capacity and effectiveness, PLGSP Sudurpaschim has provided support for provincial legislative enhancement, modernization of provincial administrative systems, reinforcement of horizontal and vertical accountability, mainstreaming Gender Equality and Social Inclusion (GESI), and strengthening the Provincial Coordination Council/ Sudurpaschim Province Research and Training Academy (PCGG/SPRTA).

Additionally, PLGSP interventions, such as law drafting/review, the development of a grievance handling mechanism, IT system improvements, horizontal cooperation workshops, orientations on Integrated Capital Scorecard (ICS), experience-sharing workshops, knowledge management through documentary development, and assistance in organizing public hearings, aim to enhance the institutional capacity of the Provincial Government (PG) and its agencies, making them more functional, inclusive, and accountable. Furthermore, support for the renovation and construction of physical infrastructure, capacity development (CD) training, cross-sharing visits, and more, will strengthen the Sudurpashchim Province Research and Training Academy (SPRTA).

In terms of Local Governments (LGs) and their staff, PLGSP Sudurpaschim focused on institutional strengthening to ensure they become functional, sustainable, inclusive, transparent, and accountable. Activities encompassed the modernization of LGs' administrative systems, Public Financial Management (PFM) systems, enhancement of horizontal and vertical accountability, cooperation at both levels, GESI mainstreaming, promotion of citizen engagement, and inclusive participation.

PLGSP Sudurpashchim's interventions included support for LGs in implementing Local Institutional Strengthening Assessment (LISA) and Fiduciary Risk Assessment (FRA) in all 88 LGs, guideline development for Integrated Capital Scorecard (ICS) and Periodic Plan preparation, workshops to enhance horizontal cooperation, orientations to adopt a model code of conduct to prevent exploitation and sexual harassment, policies on governance for children, senior citizens, and differently-abled persons, orientation on grievance handling mechanisms, and training for LGs' elected representatives and staff on participatory planning and budgeting procedures and tools. These initiatives aimed to make LGs and their functionaries more functional, sustainable, inclusive, and accountable. Additionally, to promote innovation and institutionalize innovative practices for ongoing



governance reforms at LGs and strengthen vertical cooperation while enhancing downward accountability, nine LG's IPF projects have been implemented in Sudurpaschim province, with a total contribution of NRs 97.6 million from PLGSP in this fiscal year.

These IPF projects are intended to modernize governance systems and promote local economic development in LGs and will support inter-governmental relations, especially between the Provincial Government (PG) and Local Governments (LGs).



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

#### **PROGRAMME CO-ORDINATION UNIT (PCU)**

In the fiscal year 2022/23, PCU dedicated substantial efforts to empower elected representatives and civil servants at provincial and local governments, ensuring they have the capacity to serve citizens satisfactorily. A range of activities, including best practices sharing workshops, validation meetings for system tools and guidelines, and the strengthening of information management systems has been done at local level via support of IT Officers. The rollout of SuTRA and PAMS in all local governments facilitated financial management and service delivery.

Additionally, PCU facilitated capacity building through exposure cum knowledge sharing visits and organized half-yearly progress review and experience sharing workshops. Team building workshops for staff engaged in PLGSP implementation fostered effective collaboration. Coordination workshops with Development Partners, including Joint Financing Agreement Development Partners (JFADPs), and a workshop on federal issues in coordination with LG Associations ensured a comprehensive approach to capacity development and service delivery. These endeavours collectively empowered elected representatives and civil servants, ultimately serving citizens to their satisfaction.

These efforts, including capacity-building initiatives, progress review workshops, team-building workshops, and coordination with development partners, have helped improve the capacities and service delivery standards of elected representatives and civil servants at provincial and local governments, as the results of activities are directly aligned with PLGSP's expected results, such as incentivizing and training elected representatives and civil servants for high-quality service delivery.

Support, such as strengthening of information management systems and rollout of SuTRA and PAMS in LGs, has helped citizens better served, and the empowerment of subnational government officials supports PLGSP's core objective of building fully functional, sustainable, inclusive, and accountable institutions.

#### **KOSHI PROVINCE**

Koshi PCGG has conducted various capacity development training and orientations for provincial government staff, aiming to enhance their skills and knowledge. The goal is to improve service delivery and the infrastructure of good governance within provincial institutions. Six major training programmes have been organized for provincial staff in areas such as e-GP, budgeting & planning, result-based monitoring, MTEF preparation,



parliamentary system, secretariat management, CD ToT for PCGG staff, motivational and behavioural change, and the localization of CoC to prevent sexual harassment.

During this fiscal year, the PCGG has also provided support to local government staff and elected representatives to enhance their capabilities in areas including the application of IEE and EIA provisions, budgeting & planning, result-based monitoring system, operation of VERSP-MIS, IT, pre-service/induction for new government staff, CD plan, and LISA result management at the local government level.

Given that a significant number of elected representatives at the local level are new after the second term of elections, they require broader knowledge and skills to effectively manage local government operations. To address this, PCGG has provided support through constitutional and Local Government Act provisions orientation, as well as training on the service delivery system for ward members in 137 local governments.

This training and orientation programme has successfully built the functional capacity of 1,745 provincial and local government staff, 1,342 elected representatives, and 61 freelance experts. As a result, these trained leaders and staff are now well-equipped to utilize their acquired knowledge and skills, demonstrating a strong commitment to serving the citizens to their satisfaction.

### **MADHESH PROVINCE**

Provincial staff were capacitated through relevant training (both short term and long term), such interventions will definitely support for providing services to the citizens. Moreover, these interventions will change the attitudes and behaviour of staff improve their and commitment to providing efficient and effective service delivery to citizens.

Local government elected representatives and staff were capacitated from the different orientations and trainings (short term and long term), such interventions will definitely support for providing services to the citizens. Moreover, these interventions will change the attitude and behaviour of the staffs; increasing their commitment to an efficient and effective service delivery to the citizens.

### **BAGAMATI PROVINCE**

Elected representatives of the provincial and local governments, provincial assembly members, municipal mayors and deputy mayors, rural and ward chairpersons and deputy chairpersons, and members of the executive committees, have been empowered, oriented and trained. Various thematic areas including GESI, e-governance, and public finance/procurement, law making process, leadership & management have been addressed,



and their roles and responsibilities thereby enabled to deliver services and the local development results in an effective, efficient and inclusive way to the satisfaction of the citizens.

The training programme was planned based on LISA results, capacity development plans and demand collection from LGs. Tangible results have been seen in service delivery of the training of vital registration and social security, Induction training for newly recruited assistant-level staff, training for Judicial Committee members and training for ward-level chairpersons on LGOA. These training sessions resolved day-to-day problems faced by all officials and representatives. Training attendees provided feedback, which has been used to improve and maintain the standard of capacity development training for upcoming plans.

Provincial officer level 6th and assistant employees are in the process of participating in the promotion process due to in-service training conducted by the PCGG. Positive impacts were marked on the officers' perceptions in their work environments and office management practices as they have changed their working culture, behaviours and helped to effectively operate and manage provincial-level services.

Training in Public Asset Management made the participants more motivated and responsible to work at the provincial and local levels and effectively using software. Compliance with financial discipline has been increased and improving good governance in local levels. The results of LISA and FRA is publicly available so that the LGs are now more accountable. LGs acknowledged that PCGG, Bagmati, is the only organization attempting to improve LGs capabilities for efficient and long-lasting service delivery.

## **LUMBINI PROVINCE**

### ***Capacity enhancement of ER and Staff at PLGs***

Capacity-building training for provincial and local government officials in Lumbini Province has several positive impacts depending on the quality of the training programmes, the commitment of the participants, and the specific goals of the capacity-building initiative.

The first impact is the enhancement of skills and knowledge relevant to their roles including understanding governance structures, budgeting, project management, policy analysis, and more. This enhanced expertise can lead to more effective decision-making and problem-solving.

The second impact is to improve service delivery as officials become more competent in their roles, and boost up their confidence level and provide better services to the citizens.



The third impact is that capacity-building programmes have helped provincial and local government officials streamline processes and adopt best practices in Lumbini province.

The fourth is enhanced accountability and transparency, as a result officials who are well-versed in these principles are more likely to uphold them in their work, reducing corruption and promoting good governance. Last but not least impact promotes gender equality and social inclusion. Over time, this can result in increased representation and participation of women and marginalized groups' voice in the decision-making process in local governance.

### ***Citizen Engagement***

Public hearings can have several significant impacts on citizen engagement in local government. Public hearings provide a platform for citizens to voice their concerns, opinions, and ideas. This has led to increased civic participation as more individuals and community groups become involved in local government decision-making processes. Moreover, this has created a sense of accountability among government officials.

When citizens have the opportunity to hold officials accountable for their actions or decisions, it results in greater transparency and responsiveness in local governance. These programmes provide citizens with access to information about government initiatives, policies, and projects. This has led to better-informed citizens who are more aware of local issues and can make more informed decisions when participating in the democratic process and, when citizens see that their input is valued and considered in decision-making, it can enhance trust in the local government in Lumbini Province. Trust is a crucial element of effective governance and can lead to more constructive relationships between citizens and officials.

### **KARNALI PROVINCE**

KPTA organized and effectively conducted training at the provincial level to enhance the capacity of elected representatives and government staff. This training encompassed several areas, including public procurement for provincial government (PG) staff, instruction on law-making and non-governmental bill preparation for Parliament members, leadership development training for Parliament members, innovative development and management training for PG officers, secretariat management, and the use of information technology for PG staff.

Additionally, training covered remote sensing and GIS mapping, the planning process, MTEF preparation, SDG localization, project bank procedures, pre-service training (induction/service entry training) for newly recruited PG staff, and in-service training for PG staff at the officer and assistant levels.





Through these capacity development initiatives across various thematic areas, provincial-level elected representatives and government staff have made substantial progress. In particular, 194 provincial elected representatives (comprising 158 males and 56 females) and a total of 1067 provincial government staff (800 males and 267 females) have directly benefited from these capacity development efforts.

Under Output 14, which aimed to enhance the capacity of elected representatives and civil servants through a range of capacity development programmes, including:

- Refresher training for IT Officers of LGs
- Training on Disaster Risk Reduction (DRR) and climate change for elected representatives and LG staff
- Capacity development training for women representatives of LGs,
- Training for GESI focal persons, sectoral committee training for LGs on their roles and responsibilities,
- Thematic training for Engineers and Technical staff of LGs, training on Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) for technical staff of local government,
- Capacity Building Training on Voter Education and Registration System (VERS),
- Training for ward chairpersons on local government operational processes
- Training on demand-based programmes like Local Infrastructure and Service Assessment (LISA)
- Capacity Development (CD) plans for officials and elected representatives of LGs.

The successful implementation of these capacity development programmes has yielded significant achievements, including the following: 3,063 local-level elected representatives (2,344 males and 719 females) have benefited from the federalization process, 3,715 local-level government staff (2,549 males and 1,166 females) have gained valuable insights through various capacity development programmes, 515 provincial and local government staff (gender unspecified) have received in-service training, 467 out of 991 newly recruited provincial and local government staff from the Karnali Province Public Service Commission have undergone induction training, and 718 ward chairpersons have been trained on Local Governance Acts and regulations in Karnali.

## **SUDURPASHCHIM PROVINCE**

To enhance the capabilities of the PGs' staff and elected representatives, PLGSP Sudurpaschim organized both short-term and long-term training covering various topics such as Gender Equality and Social Inclusion (GESI), Writing Cabinet Proposals, Courtesy and Hospitality Management, Information Technology and Communication



(ITC), as well as in-service training. These initiatives aimed to boost motivation, develop skills, and provide incentives to PGs' officials, ultimately leading to the delivery of high-quality services.

In the context of strengthening the capacities of LGs' staff and elected representatives, PLGSP Sudurpaschim organized a total of 36 events across nine different thematic areas. These events included training on ICT, Environmental Studies, Voter Education and Rights Support Programme (VERSP), Positive Motivation and Good Governance, Procurement Policies, Survey Design, Building Codes, Leadership Development, and in-service training. These training programmes were designed to empower LGs' elected representatives and staff members and to bring about positive changes in attitudes and behaviours among the staff, fostering a commitment to efficient and effective service delivery to citizens.

### ***Summary of Capacity Development Activity***

This summary provides an overview of the training conducted for elected representatives and government officials by PPIUs and PCGGs across all programme outputs in 2022/023. In total, 3,253 individuals, including both elected representatives and government officials, received training in various thematic areas. Among them, 33.85% were associated with output 14, followed by 31.42% in output 8, 18.01% in output 12, 9.68% in output 10, 4.43% in output 13, 1.78% in output 6, and 0.83% in output 7.

PLGSP has been actively collecting, maintaining, and analysing disaggregated information and data, particularly through our existing CDMIS (Capacity Development Management Information System), where we diligently store detailed information/data about all PLGSP activities. We regularly compare this information/data to track progress and adjust activities to ensure the programme meets its targets.

Ensuring the participation of women in various activities has been a significant challenge. Therefore, PLGSP has made deliberate efforts to address this challenge through different strategies. For example, PLGSP has developed and employed a "Participation Selection Checklist" to guarantee and promote the involvement of women and other marginalized groups in all PLGSP activities. Additionally, PLGSP ensures clear written communication to ensure that selected participants include women and individuals from excluded groups in any programme activities organized through PLGSP.

The main reason for low female participation is the nature of the programme, which primarily targets government officials and elected representatives at the PLG level. Most leadership positions, such as chief administration officers in LGs and roles in public



finance and planning sections in PLGs, are held by men from higher castes. Consequently, there is limited scope to increase female participation compared to male participation in capacity development activities. Nevertheless, despite this context, PLGSP organizes and designs specific capacity-building trainings and opportunities for women, participants from excluded and marginalized communities, and training for ward members, including Dalit/women members, vice ward chairpersons, and deputy mayors.

Furthermore, PLGSP ensures the inclusion of focus group discussions and consultations with women and people from different social groups in the GESI audit process and the formulation of GESI strategy/guidelines at the provincial and local levels.

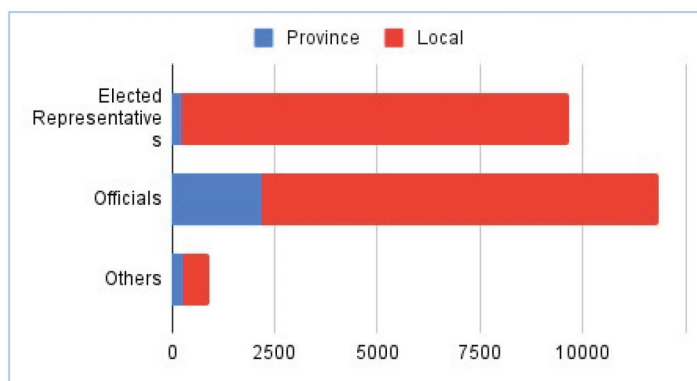
Of all the elected representatives and officials trained, elected representatives from both the provincial and local levels account for 40.63%, while government officials from both levels account for 59%, with the remaining 0.37% comprising others (including local-level freelancers, and advocates such as women activists, human rights activists, and civil society representatives trained as resource persons in various thematic areas to be mobilized by PCGGs).



### 3. SUMMARY OF CAPACITY DEVELOPMENT ACTIVITIES

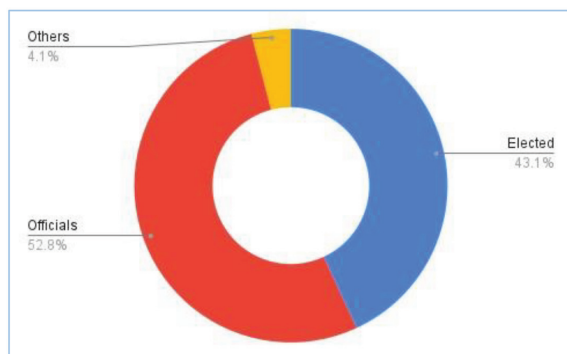
The following is the summary (Correct Data) of the trained elected representatives and government officials by PPIUs and PCGGs across all programme outputs in 2022/23. In total 22,383 people, including both elected representatives and government officials, were trained in various thematic areas.

Considerable progress has been made in building the capacity of important stakeholders at both the provincial and local government levels, as per PLGSP's objectives and expected results. According to the data, training initiatives have benefited 9,646 elected representatives, 11,828 government officials, and 909 individuals from various sectors.



*Beneficiaries at PLGs level*

There were 231 elected representatives at the provincial level, 2,164 public servants, and 271 non-public sector participants in these beneficial training programmes. Similarly, the impact was more noticeable at the local government level, where 9,415 elected representatives, 9,664 government employees, and 638 people from other sectors had benefited from these capacity-building initiatives.



Elected representatives and government officials have played a central role in the capacity-building efforts, constituting 43.10% and 52.84% of the beneficiaries, respectively. Meanwhile, other stakeholders made up 4.06% of the total beneficiaries. This comprehensive approach to training and capacity development ensures that both provincial and local governments are better equipped to fulfil their roles effectively, furthering

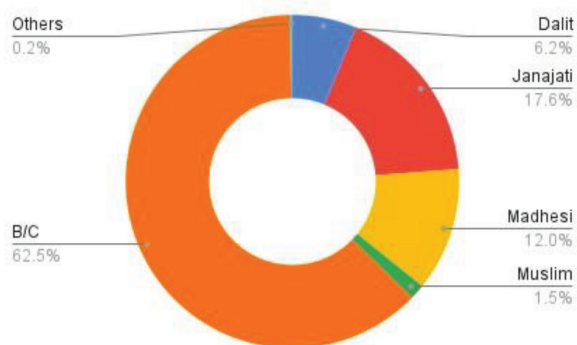
the overarching goal of strengthening governance and service delivery in line with PLGSP's envisioned outcomes and results.



PLGSP have been collecting, maintaining and analysing the disaggregated information and data especially through our existing CDMIS (capacity development management information system – where we mandatorily maintained the disaggregated information/data of all the activities conducted with PLGSP) and we regularly compare the information/data to track and to adjust the activities to make sure that Programme achieved its targets. Due to practical problems in collecting data into the system, CDMIS was not fully implemented. The system has now been improved and relevant staffs at PCGG are re-oriented in using the system. The CDMIS therefore is expected to be implemented as comprehensive system for CD related activities.

Ensuring participation of women in different activities has been one of the major challenges; thus, PLGSP has been consciously putting efforts to mitigate this challenge taking different strategies. For example, PLGSP has continued used of a “Participation selection checklist” to ensure and promote the participation of women and other excluded groups in all different activities of PLGSP. Similarly, PLGSP make sure to communicate clearly (in writing) to ensure the selected participants include women, participants from excluded groups in any programme activities organized through PLGSP. The main reason for low participation of women is due to the nature of the programme (the main targets of the programme are government officials and elected representatives at PLGs level)., and mostly the officials/representatives in leadership e.g. chief administration officers in LGs/ Public finance, planning sections in PLGs are men and from higher caste thus there is very little space available to increase participation of women compared to men in the capacity development activities.

Despite of the given context, PLGSP has been organizing and designing programme/plans i.e. specific capacity building trainings/opportunities targeted to women, participants from excluded & marginalized communities and training to ward members i.e. Dalit/ women member, vice ward chair person, deputy mayors etc. Likewise, PLGSP ensure



to include and organize focus group discussion and consultation with women, people from different social groups in process of GESI audit, formulation of GESI strategy/guidelines at Provincial and local level.

In accordance with PLGSP’s commitment to promoting Gender Equality and Social Inclusion (GESI) and ensuring the inclusion of People with Disabilities



(PWD), the data illustrates a comprehensive distribution of training beneficiaries among various ethnicities and PWD. The distribution percentage reveals substantial representation across various ethnicities, with 62.5% for B/C (Brahmin/Chhetri), 17.6% for Janajati, 12.0% for Madhesi, 6.2% for Dalit, 1.5% for Muslim, 0.2% for others, and 0.02% for People with Disabilities (PWD). This data underscores PLGSP's dedication to ensuring equitable access and representation, particularly for marginalized ethnicities and individuals with disabilities. The programme's commitment to GESI and PWD inclusion is evident in this comprehensive distribution, fostering diversity and equal opportunities among its training beneficiaries.

**Province wise details of CD related beneficiaries is given in table below:**

PROVINCE	Elected Representatives		Officials		Others		TOTAL
	Male	Female	Male	Female	Male	Female	(PG+LG)
Koshi	1120	254	1563	469	46	83	3535
Madhesh	1099	223	1752	159	8	2	3243
Bagamati	1365	419	1554	586	0	0	3924
Gandaki	1032	133	1137	259	135	121	2817
Lumbini	1012	119	1050	224	146	125	2676
Karnali	1666	536	1787	662	130	113	4894
Sudurpaschim	603	65	562	64			1294
Total	7897	1749	9405	2423	465	444	22383

PROVINCE	Ethnicity						Disability
	Dalit	Janajati	Madhesi	Muslim	B/C	Others	PWD
Koshi	91	1092	239	51	2060	0	2
Madhesh	139	232	2066	209	597	0	
Bagamati	259	1337	103	9	2168	48	0
Gandaki	106	756	22	18	1914	0	1
Lumbini	58	178	206	29	2204	0	1
Karnali	590	289	39	11	3965	0	0
Sudurpaschim	153	48	8	0	1080	5	0
Total	1396	3932	2683	327	13988	53	4



Provincial Governments									
	Elected Representatives			Officials			Others		
PROVINCE	Male	Female	Total	Male	Female	Total	Male	Female	Total
Koshi	14	4	18	397	94	491	46	83	129
Madhesh			0	209	11	220	7	2	9
Bagamati	0	0	0	354	92	446	0	0	0
Gandaki	6	1	7	221	58	279	27	18	45
Lumbini	6	1	7	150	43	193	28	16	44
Karnali	138	56	194	322	89	411	28	16	44
Sudurpaschim	4	1	5	106	18	124			0
<b>Total</b>	<b>168</b>	<b>63</b>	<b>231</b>	<b>1759</b>	<b>405</b>	<b>2164</b>	<b>136</b>	<b>135</b>	<b>271</b>
<b>Grand Total</b>	<b>2666</b>								

Local Governments									
	Elected Representative			Officials			Others		
PROVINCE	Male	Female	Total	Male	Female	Total	Male	Female	Total
Koshi	1106	250	1356	1166	375	1541	0	0	0
Madhesh	1099	223	1322	1543	148	1691	1	0	1
Bagamati	1365	419	1784	1200	494	1694	0	0	0
Gandaki	1026	132	1158	916	201	1117	108	103	211
Lumbini	1006	118	1124	900	181	1081	118	109	227
Karnali	1528	480	2008	1465	573	2038	102	97	199
Sudurpaschim	599	64	663	456	46	502			0
<b>Total</b>	<b>7729</b>	<b>1686</b>	<b>9415</b>	<b>7646</b>	<b>2018</b>	<b>9664</b>	<b>329</b>	<b>309</b>	<b>638</b>
<b>Grand Total</b>	<b>19717</b>								





## 4. PROGRESS UNDER TA SUPPORT

UNDP provided Technical Assistance (TA) for the implementation of PLGSP. The TA personnel play a catalytic role in the implementation of the Programme and in the achievement of its results. UNDP worked closely with the PLGSP management in recruiting TA personnel for PLGSP that remained vacant in this year. Out of 109 staff, 16 staff in different positions (GESI Expert, GESI Specialist, Coordination and Monitoring Specialist, IT Expert, CD Expert, LG Expert) remained vacant. The roster is exhausted to fulfil these positions resulting in the need for a fresh start of the recruitment through vacancy announcement. Two positions of IT expert remained filled from the consultant contract. Several other positions (PFM Expert, IPF Expert and IDE Expert) also came vacant but PLGSP management decided not to fulfil those for the time being, considering the work load of the positions.

UNDP supported ongoing interaction with relevant projects such as Access to Justice (A2J) and Parliament Support Project (PSP), coordinating activities in regard to judicial committees, law making process and capacity building of CM's office at province level. The Ministries of Federal Affairs & General Administration and Law & Justice began co-operation on common issues of law making and implementation.

During the Transitional year and in response to the MTR recommendations, a review of the structure of TA provision will be undertaken, with a view to improving provincial ownership and increasing delivery against PLG and programmatic priorities. In addition, UNDP will undertake a routine evaluation of TA effectiveness as part of UNDP internal good practice. The results of both studies will be shared with stakeholders and DPs and will provide inputs into the reprogramming of PLGSP.

### **Programme Management**

As envisioned in the Programme Document and the Joint Financial Agreement (JFA), ASIP 2022/23 has been implemented by presenting plans and progress periodically to the Technical Assistance Sub-Committee (TASC), National Advisory Fiduciary Risk Management Sub-Committee (NAFRMSC), National Executive Committee (NEC), and National Steering Committee (NSC), ensuring their guidance and feedback are considered for improvements.

Further, issues on budget ceiling, budget allocation to IPF PCGG etc. have been discussed with the Development Partners. The intention for the transitional year and the attendant re-programming of PLGSP on a 'cost neutral' basis, will include a multi-year extension of PLGSP for a duration to be agreed (but sufficient to deliver PLGSP's objective and outcomes sustainably beyond the life of the programme), and consider adjustments to the programme's modality, fund flow and structures. The re-programming will therefore include changes to the programme management arrangements, budgeting, results framework and related aspects.



## 5. MONITORING AND KNOWLEDGE MANAGEMENT

There has been series of official visit and stakeholder discussion from PCU officials including NPD, NPM, Officers and PCU Experts in PPIUs and PCGGs. These have been as part of supporting and facilitating various programmatic events and also dedicated monitoring and sharing visits.

A learning visit to Belgium and the Netherlands was held from 25 February to 4th March 2023 to study the practices on federal governance. The team of 16 members, including 14 Male and 2 Females, was led by the then secretary. The team also consisted of 2 members from local governments, and 2 from provincial governments. On 10th March 2023 the team members conducted a sharing event, where the National Programme Manager of PLGSP shared valuable insights and lessons learned from the visits, including best practices in governance, federalism and related policies.

### High Level Governance

High-level programme Governance was impacted by the wider political context, with ministerial changes. As a consequence, the National Steering Committee, chaired by Hon'ble Minister MoFAGA, met only once during the programme period, in July 2023, accepting the MTR Recommendations and approving the plans for the effective reprogramming of PLGSP and associated stakeholder engagement.

NEC & NAFRMSC successfully held three meetings, under Secretary MoFAGA as Chair (in May & December 2022 and June 2023) which provided oversight of PLGSP's fiduciary risks and the necessary decisions and direction for the programme, drawing on recommendations from the TA Sub-Committee, and NAFRMSC.

The Technical Assistance Sub-Committee (TASC) met twice during the reporting period (03 February and 6 July 2022), noting progress in the delivery of TA Services and providing direction, notably on necessary improvements for finalisation and implementation as part of the reprogramming process. Minutes are provided at Annex.

Reporting and recording of governance processes were effectively streamlined, with shorter, more focused minutes replacing the previous, over-lengthy aides memoire.

Third Party Monitoring of 2022/023 of PLGSP is completed by a third party, independent service provider mainly to validate and assess quality of tasks performed under the programme. The independent third party, in close coordination with MoFAGA/PLGSP, visited a sample of relevant LGs and PLGSP Units of all the provinces and consulted with



various stakeholders to assess the effectiveness and quality of the programme.

The Third-Party Monitoring team submitted two reports during the reporting period (October 2022 & May 2023, available in Annex), making a number of recommendations across aspects of the Programme. These areas included improved planning and stakeholder engagement; improving phasing, costs, quality and effectiveness towards GESI objectives of activities; achieving greater accountability of IPF and; improving MEAL systems. All recommendations were accepted by NEC and PCU addressed these, as far as possible, in T-PASIP planning for the transitional year as part of an ongoing process of programme improvement.

There has been series of visits from officials in all the provinces. In April 2023, Mr. Amanlal Modi, the Honourable Minister of Federal Affairs and General Administration, along with National Programme Manager of PLGSP, visited Katahari Rural Municipality, Suryodaya Municipality, Ilam, and Sundar Haraicha Municipality, Morang of Koshi Province and engaged with local residents and LG officials to discuss achievements and gather insights aimed at reinforcing federalism in Nepal. The visit included interactions with LG representatives, officials, and local residents in where the team also examined Innovation Partnership Fund (IPF) schemes in Suryodaya and Sundar Haraicha Municipality.

Additionally, MoFAGA Secretary Dr. Krishna Hari Puskar, Joint Secretary Kamal Prasad Bhattarai, and their team monitored local levels in Bhojpur and Khotang District, focusing on aspects such as local-level planning, governance, and service delivery mechanisms.

A team from PCU in the leadership of NPD including NPM and experts visited the Marin municipality IPF activities on November 11, 2022. PPD of Bagamati province Shiva Ram Gelal also have joined the team from OCMCM. The team discussed with executive board committee members and visited sites.

The team of PCU/PLGSP NPD (Mr. Bala Ram Rijyal) and NPM (Mr. Hem Raj Aryal) of PLGSP has visited Gandaki province on 16th September, 2022. A brief meeting was conducted with PPD, PPM, and PPIU team at OCMCM. GLE/TL has presented the PLGSP progress status at Gandaki Province. The team has visited to Annapurna RM on 17th September and interact with chair (Mr. Bishnu Bahadur K.C) and staff about IPF progress.

There are official visits conducted from development partners which have helped improve the coordination as well as in monitoring of progress of programme. PCU officials, including the NPD, NPM, Officers, and UN TA/UNDP, FCDO, SDC representatives,



visited the Provincial Project Implementation Unit (PPIU) at different times to assess PLGSP's progress. Their inquiries covered topics like work plans, IPF advancements, and the role of TA staff in enhancing the effective implementation of the PASIP. These engagements served to gather valuable insights for strengthening the federal governance structure and enhancing programme effectiveness.

Similarly, BEK Development Director, Ms. Pippa Bird visited to Mayadevi Rural Municipality of Lumbini Province to observe the IPF project status till date of Mayadevi Rural Municipality on 3 September 2022. The visit had representatives from UKAid, PCU, UNOPS, PLGSP/PPIU TA team and Chairperson, Account Officer, and other staff participated from the municipality.

Various knowledge management initiatives have been carried out in this year. In addition to knowledge sharing visits in provinces, there have been knowledge sharing workshops, particularly on IPF, for example in PCU, Karnali and Sudurpashchim Province. These workshops helped to gather, discuss, document and disseminate experience, learning and knowledge of project implementation. Regular monthly reports, meeting minutes are prepared and are archived in official website as knowledge resources.

PCU also prepared video learning modules on 5 thematic area namely GESI Mainstreaming, Building Bylaws, MTEP, Local Level Planning, Public Procurement. These video-based e-learning modules are uploaded into Knowledge Management Portal of MoFAGA. To disseminate progress and achievement of PLGSP, PCU has also designed an “infographics on PLGSP and its progress” and “Stock-taking of PLGSP”.



## 6. MAINSTREAMING GENDER EQUALITY AND SOCIAL INCLUSION

The PLGSP programme has continued deliberate efforts to prioritize and mainstream Gender Equality and Social Inclusion (GESI) throughout the programme through both GESI-targeted and GESI responsive mainstreaming interventions. PLGSP has prepared and endorsed its GESI strategy in 2020/21 which has been successfully rolled out within the programme, serving as a guiding document for the PLGSP team to ensure thorough integration and promotion of GESI within PLGSP. Work to fully embed GESI and turn strategy into long term, effective behavioural change remains a challenge and efforts have continued.

PLGSP has also continued activities to mainstream GESI in all outputs of the programme in addition to its related core outputs (5, 10 and 9), building on the programme and results from previous years. Interventions include: mandatory inclusion of at least one session on GESI in all capacity building training that has been planned through PLGSP; ensuring that there is provision of having GESI expert in team of service providers in executing important activities such as Periodic Plan, CD Plan and other than GESI specific activities; GESI experts review of concept note/TOR of PLGSP activities to ensure GESI perspectives are addressed; technical and facilitation support has been provided to the Provincial and Local Governments to integrate GESI perspectives when formulating/ revising policies and legislation.

PLGSP GESI experts have continued to be actively engaged to provide GESI perspectives in formulation/revision of laws, policies etc. (Outputs 1, 2, 4, 5, 9, 10, 11, 13, 14): and technical support provided to PLGs to develop/ draft/ adapt GESI strategy/ policy (Outputs 1, 4, 9, 10, 11, 13, 14).

Dedicated consultations/discussions with groups of women, the poor, vulnerable and excluded people have been ensured to identify their perspectives and priorities which needs to be addressed by the laws/policies; and relevant GESI specialists/experts are consulted at different levels to make sure that all GESI-related issues are fully considered while developing land or reviewing the legal/policies of the PLGs. Engaging fully with these groups and ensuring their requirements are addressed is a major focus of the stakeholder engagement, consultation and re-programming process.

The use and effectiveness of GESI checklists (i.e. GESI monitoring checklists, participants selection checklists) have been further developed, ensuring the participation of women



and representatives from excluded and other disadvantaged groups in any programme, planning, policy formulation and discussion and any other capacity building events. PLGSP has consciously focused on ensuring participation and developing leadership of women and vulnerable and excluded social groups. PLGSP has made systematic efforts to collect, analyse and maintain GESI disaggregated data and monitor the impact of PLGSP to men, women and other vulnerable, excluded group and making necessary adjustments.



## 7. ANTI-CORRUPTION, HUMAN RIGHT AND ENVIRONMENT

Understanding the fact that corruption is related to risk in both process and results, PLGSP continued to support at local and provincial governments to strengthen the public financial management system, through the means of internal control system, fiduciary risk assessment, grievances handling system and mechanism, and Mid-Term Expenditure Framework (MTEF).

In addition to strengthening systems and mechanisms, comprehensive orientation has also been delivered to relevant officials and representatives. As a result, 69 LGs (14 LGs in FY 22/23) prepared an Internal Control System, and 652 LGs Conducted Fiduciary Risk Assessment.

In addition, 666 LGs (340 LGs in FY 22/23) were oriented on MTEF and 375 LGs (37 LGs in FY 22/23) have prepared a Revenue Improvement Action Plan. Implementation of these different tools and systems will help LGs to maintain financial discipline and transparency implemented in their working procedures.

### **Fiduciary Risk Mitigation Plan in PLGSP**

During the reporting period, Fiduciary Risk Reduction Action Plan with Financial Management Improvement Plan (FMIP) is updated. The narrative report is developed and shared. All the provinces except Sudurpashchim have approved the procedure for Provincial Fiduciary Risk Assessment Plan.

Fiduciary risks associated with the implementation of Innovative Partnership fund (IPF) have been identified and included in the Fiduciary Risk Mitigation Action Plan (FRMAP) of PLGSP. Furthermore, to mitigate possible fiduciary risk, PLGSP prepared ASIP based on 'ASIP preparation guideline'.

PLGSP also prepared the ASIP implementation guideline, including comments and feedback from all stakeholders and disseminated to all provinces. PLGSP continuation of quarterly financial progress reporting as per JFA FMR formats. Similarly, CGAS has been fully used in the provincial governments and the SuTRA is being practiced in all LGs.

### **Human Rights and Environmental Issues**

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





the capacity development activities targeted for individuals, due attention has been given to the disadvantaged community, elected representatives from Dalit and minority groups. In addition, PLGSP has also considered the issues and opportunities of the disadvantaged group of the people in the law-making process, guidelines and system development, during training and orientation programme thereby the guideline and laws have been GESI sensitive, addressing their needs.

PLGSP is also committed to addressing environmental issues, with a focus on disaster risk reduction and climate change through its programme activities. During the reporting period, PLGSP has integrated disaster related issues in the training programme and oriented decision makers at PLGs on the issues related to disaster and climate change, enabling them to integrate necessary mitigation measures in their regular programmes and budgets.



## 8. SUSTAINABILITY

Making PLGs fully functional and effective is the core capacity development objective of the PLGSP programme. PLGSP's work with PLGs, both staff and elected representatives, is intended to provide a cumulative path to increasing efficiency and long-term sustainability for PLGs. The elections provide the opportunity to develop the capacity, capability and accountability of elected PLG representatives for a full electoral cycle and the groundwork for this has been set during this reporting year.

Notable examples where PLGSP processes have been effectively institutionalised and adopted include LISA, SuTRA and, in several provinces, IPF, where budgets for innovative projects outside PLGSP funding have been allocated and implementation at provincial level is underway.

The agreed Transitional Year has extended PLGSP's implementation period to July 2024 on 'no cost' basis, during which the re-programming of PLGSP on a 'multi-year' basis for a period to be agreed, will focus on achieving a sustainable programme exit/ tapering.



## 9. CO-ORDINATION AND LINKAGE

### **Coordination with DPs and related Partners**

Over the past year, DP coordination has continued to improve, with regular meetings of Development Partners held to develop and agree approaches in a structured and facilitated way. Taking forward the recommendations of the MTR has provided a significant focus for DP coordination, with the development and agreement of plans, processes, terms of reference and the arrangements for programme extension into a transitional year and for subsequent stakeholder engagement, consultation and re-programming. A dedicated Re-programming Working Group was established to take this process forward. Engagement between DPs, PCU and MoFAGA has also been strengthened with scheduled monthly meetings between DP Chair & Co-Chair with PCU and, quarterly, with PCU and all DPs.

These scheduled meetings have been focused around Programme governance requirements (NEC; NSC; TASC) and key deliverables, supplemented by thematic / ad hoc discussions focused on emerging issues to agree priorities and ways forward. All meetings have agreed agendas and resulting action notes, enabling all parties to ensure that actions are recorded and progress is monitored.

The activities at PCU have been complemented by coordination at Provincial level, for example the review and sharing workshop with development partners delivered by PPIU Koshi Province, cited on page 5.

Further strengthening of governance systems and processes, and enhancing PLGSP's role as the flagship governance programme for all related projects in Nepal is a major objective of the re-programming.

### **Coordination with Federal Agencies**

Close coordination has been maintained with the federal ministries and agencies including OPMCM, NPC, MoF, FCGO, MoUD, MoEST, MoHP, MoALD, MoWCSC, in the implementation of the PLGSP programme. National Executive Committee meetings, National Steering Committee meeting, National Advisory Fiduciary Risks Management Sub-Committee and Technical Assistance Sub-Committee (TASC) has been organized regularly and policy and strategic discussions have been facilitated, with focused agendas including IPF implementation, ASIP, PLGSP Fiduciary Risk Reduction Action Plan, and the importance of legislating for all seven PCGGs through the adoption of provincial Acts.



## 10. RISKS AND MITIGATION MEASURES

The following table includes the updated risk matrix for the Programme in the reporting period. The dangers and associated mitigation measures associated with COVID-19 reduced over the year, but remained significant particularly in early 2022. Potential risks associated with the elections did not fully materialise, but did present issues with ministerial appointments and instability and significant ‘churn’ at PLG levels with the election of many new representatives.

The Programme retained a focus on improving the efficiency of the PLGs resource mobilization initiatives and PLGs having low HR capacity with medium impact on the programme; the programme will focus on applying broadened capacity development strategies to improve efficiency. The local elections adversely affected some aspects of programme implementation and PCCG/PPIU adjusted their implementation plans accordingly.

S.N	Risks	Probability	Impact	Mitigation Measures
1	Local elections 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.
2	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
3	Delay in passing of PCGG Acts by provinces	Medium	High	Follow up regularly with PCGGs and OCMCM/OPMCM regarding the institutional and legislative support.
4	Weak coordination between the PPIUs and PCGGs.	Medium	Low	Establish Coordination Mechanisms under the chair of PPD with Executive Director of PCGG, Governance and Legal Expert of PPIU and Local Governance Expert of PCGG as members. Ensure that regular coordination meetings take place to harmonize efforts and optimize results.



S.N	Risks	Probability	Impact	Mitigation Measures
5	Weak financial management in provincial and local governments	Medium to High	Medium to High	<p>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.</p> <p>Increased support for strengthening FCGO capacity (software, training/mentoring, human resource)</p>
6	Programme activities cannot be sustained when the programme ends	Medium	High	<p>Transitional year extended implementation period to July 2024 on 'no cost' basis; Re-programming of PLGSP will focus on achieving a sustainable programme exit / tapering.</p> <p>Institutionalize cost sharing mode of capacity building in provincial and local governments.</p> <p>Develop and institutionalize PCGGs as Centres of excellence at provincial levels in a self-sustained way.</p>
7	Weak voice of local governments (lack of recognition for Government Associations -LGAs)	Low	Low to Medium	<p>Increase ownership of PLGSP in stakeholder engagement and re-programming.</p> <p>Recognize the LGAs as forums for local governments for collective consultations and representation at provincial and federal levels</p>
8	Non-JFA DPs and INGOs working in governance reform and capacity building reluctant to align within the PLGSP framework	Low	Low to Medium	<p>Better coordination with non-JFA DPs and INGOs through a regular dialogue and coordination process.</p> <p>Flexible Programme approach to allow non-JFA DPs to operate within the PLGSP framework.</p>



## 11. FINANCIAL PROGRESS

The total budget of PLGSP for the fiscal year 2022/23 was NPR 2908.086. Contribution of GoN was NPR 26.55 million and JFA was NPR 2881.536 million.

Expenditure for the reporting year in total was. NPR 1644.351 million. Comprising NPR 1.174 million from GoN and NPR. 1643.176 million from JFA, and NPR 1263.73 million remained unspent. Expenditure was 57% of allocated budget, it shows the financial delivery is high in comparison to the previous years. The utilization breakdown shows only 4.42% utilization of the GoN contribution and 57 % utilization of the JFA contribution.

During this fiscal year, USD 6.843 million was deposited in FCA accounts. During the reporting period USD 2.3 million for TA expenditure was transferred from the FCA and EU Budget was utilized for the first two quarter expenditure, third and fourth quarter expenditure for 2022/23, will be reimbursed from FCA. From the allocated NPR 2881.536 million, only NPR 1643.176 million was spent from JFA.

Table 10: Total budget and expenditure by implementation levels 2022/23 (NPR)

Financial Progress of PLGSP (17 July 2022 - 16 July 2023)			
ACTIVITY	Total Budget	Total Expenditure	Progress in %
OUTPUT- 1	3,000,000	964375	32%
OUTPUT-2	25,000,000	10633603.1	43%
OUTPUT- 3	17300000	2510292	15%
OUTPUT- 4	15,450,000	6910203	45%
OUTPUT- 5	31,100,000	18126767	58%
OUTPUT- 6	38,700,000	23605832	61%
OUTPUT- 7	321,750,000	63465820	20%
OUTPUT- 8	826,829,336	537497933	65%
OUTPUT- 9	40,850,000	6577090	16%
OUTPUT- 10	156,600,000	54172145.6	35%
OUTPUT- 11	9,950,000	3459467	35%
OUTPUT- 12	930,446,000	665228940	71%
OUTPUT- 13	70,400,000	26565105	38%
OUTPUT- 14	249,960,000	94626254	38%
OPERATION COST	170,750,821	130007551	76%
<b>GRAND TOTAL</b>	<b>2908086157</b>	<b>1644351378</b>	<b>57%</b>



The following table shows that the PCU have 73%, and FCGO 83% financial delivery while collectively, the provinces have 52%. In total the financial delivery is 57% of planned budget. The expenditure by province is given in the following table which varies 35% to 70%.

Table 11: Financial progress by provinces for 2022/23 (NPR)							
17 July 2022 - 16 July 2023							
Governing Entities	PLGSP Unit	Unit Budget	Unit Expenditure	In %	Total Budget	Total Expenditure	In %
FEDERAL	PCU	368861157	268821063	73%	529751157	402433302	76%
	FCGO	160890000	133612239	83%			
KOSHI	PCGG	215550000	92553212	43%	354300000	196963821	56%
	PPIU	138750000	104410609	75%			
MADHESH	PCGG	253850000	29780990	12%	397250000	139535576	35%
	PPIU	143400000	109754586	77%			
BAGMATI	PCGG	199600000	48499993.3	24%	363700000	159387900	44%
	PPIU	164100000	110887907	68%			
GANDAKI	PCGG	135750000	83042579.9	61%	309200000	201898063	65%
	PPIU	173450000	118855483	69%			
LUMBINI	PCGG	193350000	99358063	51%	326100000	203364304	62%
	PPIU	132750000	104006241	78%			
KARNALI	PCGG	159510000	40017508	25%	332785000	133529056	40%
	PPIU	173275000	93511548	54%			
SUDURPASCHIM	PCGG	162000000	99969102.5	62%	295000000	207239355	70%
	PPIU	133000000	107270252	81%			
TOTAL Province		2378335000	1241918075	52%			
Grand Total		2908086157	1644351378	57%			

The total budget under TA (On budget, off treasury) for 17 July - 16 July 2023 and expenditure of the same is given in the following table. Budget expenditure is 91.98 % in TA during the reporting period.

FY	Entity	Annual Budget	Expenditure	In %
<b>17 July - 16 July 2023 (NPR)</b>	TA	<u>363430680.00</u>	<u>334280167.00</u>	91.98%





## 12. ISSUES AND CHALLENGES

- Delay in IPF Implementation: The IPF guideline approval process was delayed and local elections further added to the delay. The delay in IPF implementation affected physical and financial progress. IPF delivery (expenditure) by LGs is a challenge due to time constraints (LGs budget planning) to implement the projects to within timescales.
- Legal identity & autonomy of PCGG – Gandaki, Sudurpaschim Province and Province-1 passed Acts to operationalize the PCGG. Other provinces are operating through the Executive Order passed from the provincial cabinet and drafting and approving Act is in the process. It is a wide-ranging issue for the remaining PCGGs to establish their legal identity. It is required to regulate PCGG by making essential acts.
- Developing CD infrastructures with modernized facilities/PCGG capacity-Available training halls in the PCGGs do not have adequate, modernized and equipped facilities to conduct the planned events as required. The government norms for conducting such events are low and thus, it is a huge challenge to retain high quality trainers. There is a need to plan and construct a well-equipped training centre hall by using modern technology. Further, the PCGGs are newly established organization/s, and their organizational capacity to carry out all relevant PASIP activities is one of the major challenges.
- Low Financial Delivery: Though the programme has made about 70% progress on physical delivery, financial delivery was only 57%. Most of the activities were implemented by out-sourcing the consulting services which had bid at lowest cost, leading to budget surpluses in most of the activities. PLGSP will focus in planning a realistic budget and front-loading the big-budget items activities in the implementation plan to accelerate the financial delivery from the beginning in the next fiscal year.
- Aligning the programme priorities to the need of local governments: About 86% of the programme budget is being executed by the provinces. Provincial governments, through PPIUs and PCGGs, have managed implementation of activities for LGs where the budget is not transferred to LGs directly (except in IPF). This fund mobilization modality has posed great challenge to align the programme priorities to the needs of local governments, as the issue of ownership and accountability is being questioned greatly in this connection.
- Increasing the provincial ownership to the programme: Provincial ownership of the programme is vital in establishing fully functional PPIUs and PCGGs and delivering the quality programme results but, as identified in the MTR and widely acknowledged by stakeholders, this is insufficient under existing programme arrangements. Achieving greater PLG ownership of PLGSP will be a major focus of the reprogramming process and revised TA arrangements.



- Lack of coordination and collaboration between PPIU and PCGG: Poor connection between PPIU and PCGG, due to proximity of offices and the need for more collaboration between the government officials, is also an issue. The movement of thematic experts from PPIU to PCGG and vice versa is also a challenge as that is limited due to various factors and the disallowance by the officials being the prime reason has also hampered the coordination and collaboration further.
- Minimal Contribution from Nepal Government: The Nepal government's committed contribution to the programme was 23.1% of the total fund, but thus far the contribution is limited to only 4.42% in the total expenditure. The ownership and stake of the Nepal Government through increasing spend of the budgeted contribution needs to be further strengthened and improved.
- Work to strengthen the inter-governmental relations: Establishment of inter-provincial coordination council at OPMCM is pre-requisite to strengthen relations between three levels of governments. However, this requires political commitment and decisions to clarify its position and hold regular meetings to discuss and resolve the issues related to inter-government relation. In the absence of this, the Programme has limited scope and faces significant challenges to achieving the intended results.



## 13. LESSONS LEARNED

- Use of e-governance and IT: Official Websites of all local levels developed by PCU have been successfully operationalized with the support of IT officers and IT experts at local and provincial level (PPIU & PCGG respectively). It has been instrumental in information dissemination to the citizens at local and provincial level. The websites have been populated mainly with annual budget and programme, gazettes, laws, important decisions of the executives and assemblies and various information related to public services and others and citizens have been able to access this information online. Moreover, the websites' data have been linked up in the Local Level App (Mobile App) developed by the Department of Information Technology (DoIT) and the information in the websites have been displayed in the Mobile App, which has facilitated citizens' easy access to the budget and vital information of the local level. In addition, initiation of systems like Personnel Information System (PIS) and Advertisement & Recruitment Management System, Office Automation System at province level not only enhanced internal efficiency but also strengthened inter-agency cooperation. Development of provincial e-Governance Master Plan and its implementation plans have provided policy level foundation to provincial government for ICT and e-Governance initiations.
- Quality Assurance: Outsourcing delivery to consulting services on different areas for the PLGs in some provinces requires quality improvements in the future. The quality of training activities is very important for achieving expected impacts in the long run. The quality assurance mechanism will be made more effective at the provincial level and key output validation mechanisms at the PCU level will be prioritised to review outputs in a timely manner and provide feedback to improve quality.
- Enhancing citizen participation in the decision-making process – Programme interventions / activities are intended to promote and ensure the participation of civil societies, forum and individuals in the decision-making process at provincial and local government, as per their Constitutional rights. Citizen participation for policy formulation processes, annual planning process should be a part of governance.
- Meaningful participation and engagement of women and other excluded and disadvantaged communities – Ensuring meaningful participation and engagement of women (considering intersectionality of women - Dalit/disadvantaged women, woman with disability, GBV survivors), and other vulnerable and excluded people such Dalit, persons with disabilities, sexual and gender minorities, in overall



governance process and their influences in decision making is quite challenging due to the most of the senior positions being held by men and “so called” upper caste people which require specific focus and special attention/strategies including more targeted interventions to ensure their participation in different events such planning and budgeting, capacity building training/workshop, laws and policy formulation process etc.

- Role and responsibility of PCC and stakeholders (including provincial ministries and LGs) is key to effective implementation of the programme, especially for successful results and creating ownership by PLGs. Hence, consultation, coordination, and feedback from PLGs actors are vital to the design and planning of PASIP.
- Outcomes of LISA and FRRAP need to be linked with the federal budgeting and staff performance management system. LISA, FRRAP will be more effective if enacted through the District Coordination Committee along with budget authority.
- Use of different GESI-related tools such as GESI Audit, Gender Responsive Budget (GRB) can be very effective and crucial in awareness raising and changing the attitudes of concerned officials and representatives. These tools help identify the actual scenario and existing gaps in the area of gender equality and social inclusion in policy, programme, budget and services and indicate the way forward to effectively mainstream GESI for gender sensitive and responsive planning, programming, policies and services.



## 14. KEY PRIORITIES FOR THE NEXT FISCAL YEAR 2023/24

Following will be the strategic implementation priorities of PLGSP for the next fiscal year 2023/24:

The transitional and intentionally limited nature of the PLGSP programme, combined with budgetary pressures, have meant that much smaller P/ASIPs are presented for 2023/2024 whilst the stakeholder engagement and full re-programming processes are undertaken. P/ASIPs are therefore more focused on delivering real impacts against a limited number of priorities, rather than ensuring activity is undertaken for all 14 programme Outputs.

Continued capacity building of the elected representatives and staff (including pre- and in- service training) of PLGs in relevant thematic areas, to enable them to effectively and efficiently carry out their roles and provide quality services to citizens.

Continued support to PLGs in the implementation of institutionalization of relevant guidelines and tools such as LISA, Fiduciary Risk assessment, GESI Audit, RIAP, MTEF have been prioritized by all seven provinces.

Continued support in mainstreaming GESI throughout policy, budgeting, programme and governance system in all provinces and LGs such that they are able to ensure meaningful participation and engagement of women and representatives from other vulnerable and excluded groups.

The deliverables for PPIUs and PCGGs, each with their respective focus and remits, will combine to achieve the limited strategic impacts for the Transitional year. These are briefly summarized for each province below:

- Koshi's focus will be on systems strengthening for PLGs, particularly relevant legislation, improving financial management and IGR at provincial & local levels through the operation of the Provincial Coordination Committee. Institutional development and improvements to the PCGG are also prioritised, furthering their ability to deliver impacts for elected representatives in areas of capacity and service delivery and a continued emphasis on GESI mainstreaming.
- Madhesh will focus on enhancing & improving transparency and accountability, institutional development including legislation, financial management, and inter governmental relationships (IGR) and associated capacity development for service delivery.
- Bagmati will focus on strengthening governance and systems including 5 year periodic planning, engaging LGs and line ministries and support and capacity



development for planning, governance and service delivery. GESI mainstreaming, including GRB, GESI audits and action planning and capacity development for elected representatives and staff will also be prioritized.

- Gandaki will support drafting and review of PLGs' legislation and policies to codify and define rights and mandates, thereby improving IGR. Digitizing services and developing e-government systems to promote GESI and accountability will also be prioritized. In addition, capacity development for PLGs on an 'as needed' basis will be provided to improve both service delivery and GESI integration.
- Lumbini's priorities will be institutional strengthening and IGR, supporting the capacity development of elected representatives, the drafting of appropriate legislation and policies and the utilization of assessment tools. PLGs' Information Management Systems will be further developed and integrated. A programme of needs and demand based technical and capacity building training will also be developed and delivered for PLGs.
- Karnali's focus will be on IGR, including fully supporting the PCC and associated implementation / operationalisation of policies and decisions; Local Economic Development (LED) and GESI integration, including data collection & analysis, systems strengthening and policy formulation; and capacity development for PLGs' elected representatives and staff including GESI, induction and technical training, ICT and assessment tools.
- Sudurpashchim will seek to achieve impacts in respect of governance and institutional capacity through legislation, capacity development and associated studies for PLGs' elected representatives and staff and improving IGR through support for PCC, legislation review and better defining / codifying mandates; strengthening ICT systems and e-governance, including the production and dissemination of 'inspiring' case studies; and GESI mainstreaming, including GRB, GESI audits, GBV and harassment reductions through developing and implementing associated policies.





## 15. CASE STUDIES

1

### Leveraging ICT in Public Administration: A Success Case of Province Public Service Commission

With the objective to promote public administration with competent, strong, transparent, and fairness through a selection of qualified skilled manpower for Province and Local government, the Public Service Commission of Koshi Province was established in 2076 BS, Magh 6, and is fully functional. As per the Annual Progress report of FY 2078/79 BS, the PPSC has announced the vacancy for 577 positions where it has to examine more than 54 thousand answer sheets, including 20 thousand multiple choice OMR sheets. On average the overall process from the examination to the result publication for a vacancy position takes more than 6 months, also it varies on the number of applicants.

In an era where technology continues to reshape traditional processes, the PPSC examination system was still practicing the traditional human-based manual approach for the result assessment process, which faced several challenges before adopting the ICT-based technology in its administrative process. The challenges like time-consuming manual assessment, human errors, handling and storing large amounts of data, and lack of ensuring confidentiality and security of the examination information were constant concerns.



The PLGSP has continued to strengthen the Provincial Public administration function more effectively with the introduction of ICT-based technology. In FY 2021/22 PLGSP has supported the PPSC to operationalize the online public service management portal with the necessary hardware and software support.

“We found the overall administrative process was improved by more than 80% when they sample-tested the OMR-based assessment for the multiple-choice answer sheet on certain positions”

- Mr. Dipak Dahal, Admin Officer of PPSC





Now in FY 2022/23 the implementation of the Optical Mark Reader system (hardware and software) to address the challenges that exist in the manual approach and hence modernize the administrative operation with improved efficiency, accuracy, and security. As per the administrative Officer of PPSC Mr. Dipak Dahal, they found the overall administrative process was improved by more than 80% when they sample-tested the OMR-based assessment for the multiple-choice answer sheet on certain positions.

With the adoption of ICT-based OMR technology, the PPSC not only raised the bar for assessment quality but also paved the way for a transparent, fair, and trustworthy institution in the selection of skilled human resource.

## 2

### GESI Audit helps promote an inclusive and equity-based Governance of Sunilsmriti Rural Municipality

PTA/PCGG supported conducting GESI Audit in LGs of Lumbini Province to evaluate whether the policy, program, planning, budgeting, service delivery, structure, working culture/environment of LG's are GESI responsive/sensitive or not. At the mean-time, PCGG provided specific recommendations to make GESI responsive and sensitive policy, program, and service delivery of LGs.



Sunilsmirti Rural Municipality of Rolpa District is one of the LG where conducted GESI Audit in fiscal year 2020/2021. Sunilsmirti is one of the LG who secured a good score in the GESI Audit and conducting different programs targeting women and other excluded communities. But not assess their policy, program, organizational management system, HR development, governance, accountability, and service delivery from a

GESI perspective.

GESI audit was conducted as per GESI Audit Guideline 2077. Initially, 5 members task force committee was formed to lead the audit process and all the policy and programme documents were collected and reviewed with the support of the task

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



force committee. Then organized an orientation on the concept and importance of GESI Audit. Then after evaluate the policy, programme, planning, budgeting, service delivery, structure, and working culture/environment of LGs from the GESI perspective and scored in each indicator. The score of LG is given in the below table.

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

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

As an impact, LGs have now started some good initiatives against the GESI development action plan (output level) Such as GESI focal person is appointed and started to prepare GESI Policy of LG and some of the activities mentioned in the GESI development action plan are aligned with the budget plan in the following headings.



"This is a very good program, if we could do on time, now our LG will be more responsive and sensitive on GESI"

- **Gunendra Gharti, Chairperson of Sunilsmirti RM.**



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



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

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

### 3

#### **LISA: Innovative tool functioning as an eye-opener for local governments**

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

Right after ToT, I took initiation to facilitate LISA as an expert team member with other facilitators (District Coordination Officer and Chief Administrative Officer). I have got an opportunity to facilitate LISA in nine local governments of Palpa district.

We provided four days in each LG to facilitate the LISA. Executive members and staff of LGs actively participated in the discussion on indicators and agreed the scores based on practice and available evidences.

LISA worked as a mirror, which supported to reflect the real

*"This assessment process is an eye opener of Local Government" - **Mr. Ram Bahadur Karki, Chairperson of Rainadevi Chhahara RMC Palpa***

*"LISA is a mirror of Local Government, we get this opportunity to see our real face in this mirror. It has encouraged to improve the gaps"- **Mr. Raman Thapa, Mayor of Rampur Municipality, Palpa***



situation of LGs. After the assessment, all LGs developed clear action plan to minimize the identified gaps in coming year/s. Most of the LGs are weak in documentation (preparation of Laws, minutes/decisions, setting standards, planning and report preparation), they don't follow the processes properly and limited knowledge and skills to perform the role. Apart from establishing their internal system for the improvement, some level of follow up, encouragement and support seems necessary from PLGSP/PTA and/or Ministry of Federal Affairs and General Administration (MoFAGA).

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



***Surya Prasad Neupane, Palpa***  
*Training of Trainers (ToT)*  
*Beneficiary and Expert Team Member*  
*of LISA Training*



### **Case Study: IPF, Karnali**

**A. Waste Management Programme for Clean Municipalities, Healthy Citizens and Local Employment (Garbage Management):** IPF supported the development and implementation of a shared, sustainable and systematic solid waste management project involving three municipalities (Dullu, Chamundabindasini and Bhairabi Rural Municipality), which decided to allocate 30% of local resources and 70% of IPF funds (Dullu, 12%; Chamundabindasini and Bhairabi 9% each) to the collaborative fund.

They jointly presented the IPF concept to the Provincial government and were awarded the project. Currently, approximately 90% of the project has been completed, and the three local government institutions in Delilah district have planned to accelerate the IPF project collectively. The Karnali Provincial Government has transferred the funds in accordance with the principles of fiscal transfer to support the linkage between the provincial government and local governments.

Implementing the IPF project under the jurisdiction of the three local governments serves as a model project for intergovernmental relationships, aimed at addressing emerging local issues related to waste management. It fosters horizontal accountability among the local governments and the people of the three municipalities.

**B. Gaushala management for community animal husbandry and environmental hygiene protection / demonstration, Birendranagar Surkhet:** The Gausala management for community animal husbandry and environmental hygiene protection in Birendranagar Surkhet project has successfully completed the infrastructure and proposed programme activities, with the support of the Karnali Provincial Government, Birendranagar Municipality, and the local community. The primary issue addressed by this project was the management of domestic street cattle. Birendranagar Municipality has created and approved guidelines for the sustainable management of the IPF-funded project. This project is now jointly owned by the provincial government and Birendranagar Municipality, with the goal of achieving a self-sustaining approach. The community members will be actively involved in making the Gausala a multipurpose facility, contributing to local income generation through cattle farming, milking, and the utilization of other cattle products.

The IPF projects have strengthened the relationship between the provincial government and local municipalities, enabling them to effectively address pressing local issues related to street animals. The Gausala is now operational in accordance with the Gausala Management Guideline developed by Birendranagar Municipality. The local management



committee will have direct involvement and will benefit both culturally and economically and aligns with the guidelines established by Birendranagar Municipality.

**C. Fruit promotion and special breed poultry & homestay operation Project, Naryan Municipality Deilekh:** The Fruit promotion and special breed poultry and homestay operation Project, has been successfully implemented and completed with the support of IPF funding in collaboration with Naryan Municipality in Deilekh. This project aimed to boost local production and productivity of fruits, vegetables, and poultry breeding. The Agricultural Section of the Municipality has provided support to farmer groups from socially and economically disadvantaged backgrounds. They have received assistance in developing essential infrastructure, obtaining necessary materials, and enhancing their capacity through joint efforts and funding from both the Municipality and the IPF projects. Thanks to these innovative IPF-supported interventions, local residents in each farmer group have earned between ninety thousand and one lakh pounds per year. To ensure the sustainability of these projects, Naryan Municipality highly values and has embraced the IPF project's interventions and approach, incorporating them into the Municipal agriculture policy, plans, programmes, and projects.

**D. Child Centred Education for Quality Learning – CCL Project, Sharada Municipality, Salyan:** Sarada Rural Municipality harmonized the IPF projects to the Municipality educational strategy and policy. They have announced that the whole education section policy, plan, programme and budget will be utilized to achieve the proposed IPF project Child Centred Educational for Quality Learning with e-learning systems and innovations. The IPF project has been institutionalized in entire education policy, system and delivery mechanisms.

## 4

### Training: Milestone for IT institutionalization of LGs

“Knowing something is scarier than not knowing,” joked one of the IT officers. He was referring to their newfound awareness of data security, which became a concern after they received training on the subject. Despite being university graduates in related fields, they struggled to apply technology effectively in service delivery. Concepts like internal networking of printers, scanners, and devices, OwnCloud, G-Cloud, and local server setups were unfamiliar to them and to their end users. Making the most of available resources for service delivery was also a challenge. IT officers constantly fretted about data security and optimizing resource usage.

Many LGs lacked sufficient printers and scanners, so staff resorted to using pen drives for data transfer and document printing. Simultaneously, PLGSP Sudurpashchim organized





training for IT officers on “Linux System Administration and Local Networking” which proved effective in enhancing skills, knowledge, and changing attitudes. It had a positive impact on their performance, reducing errors during service delivery. One IT officer commented “the training was very effective for me. It helped me perform my tasks better, and I’ve made fewer errors since participating in the training.”



*Screenshot of OwnCloud installed by IT officers*

Data security had been a major concern before the training, but the successfully resolved data security issues in the LGs, with one IT officer stating “the training helped us set up a Linux Server at the local level. I am now able to manage the Government Cloud (G-Cloud), and we have started hosting web applications in G-Cloud.”

The training not only addressed data security but also changed their work methods and strategies. It even solved internet connectivity issues in LGs. Participants established data-sharing systems that enabled access to data from anywhere, ensuring uninterrupted service delivery even when the responsible person was unavailable.

In this context, another IT officer explained, “I have changed my working strategies after participating in the training. For instance, when transferring important files from one section to another within the LGs, I now do it directly from my OwnCloud account, eliminating the need for file transfers.” The ICT-related training organized by PLGSP proved effective in changing the

knowledge, skills, and attitudes of IT officers. It contributed to the institutionalization of IT systems in LGs and added value to their work performance. Consequently, the training organized by PLGSP was highly successful in achieving its objectives and capacitating LGs staff for improved service delivery.





## 16. ANNEXES

- a. Annual Strategy Implementation Plan (ASIP) for 2023/24
  - <https://plgsp.gov.np/asip2324>
- b. Annual Progress Report for Provinces
  - Koshi: <https://plgsp.gov.np/koshi-apr-2232>
  - Madhesh: <https://plgsp.gov.np/madhesh-apr-2232>
  - Bagamati: <https://plgsp.gov.np/bagamati-apr-2232>
  - Gandaki: <https://plgsp.gov.np/gandaki-apr-2232>
  - Lumbini: <https://plgsp.gov.np/lumbini-apr-2232>
  - Karnali: <https://plgsp.gov.np/karnali-apr-2232>
  - Sudurpashchim: <https://plgsp.gov.np/sudurpashchim-apr-2232>
- c. TASC Meeting Minutes
  - <https://plgsp.gov.np/7tasc>
  - <https://plgsp.gov.np/8tasc>
- d. Third Party Monitoring Report
  - <https://plgsp.gov.np/tpm-reports>





**Government of Nepal**

**Ministry of Federal Affairs and General Administration (MoFAGA)**

**Provincial and Local Governance Support Programme (PLGSP)**