



Government of Nepal  
Provincial and Local Governances Strengthening Programme  
(PLGSP)

# Gandaki Province Capacity Needs Assessment, Partnersib Mapping Findings Best Practice Options and Potential TA Deployments

Provincial Consultation Note

June 2025

# **Gandaki Province Capacity Needs Assessment, Partnership Mapping Findings, Best Practice Options and Potential TA Deployments**

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### ABOUT THIS NOTE

This document provides a summary of results emerging from fieldwork, institutional analysis, and key informant interviews conducted across Gandaki Province to assess core capacity gaps and partnership options in governance, public financial management, and service delivery under Nepal’s federal framework. It identifies 69 *primary capacity gaps as a long list for provincial prioritization*, while also mapping existing partnerships, identifying areas of strategic misalignment and opportunity, and distilling best practices that can be scaled to improve provincial-local coordination.

The report is merely provided as an input to shortlisting priority actions by provincial authorities, and it does not provide a detailed institutional ecosystem analysis, as institutional issues (capacities, partnerships etc.) will only be covered in the final partnership mapping and capacity assessment report.

Based on the findings, the analysis proposes two technical assistance (TA) positions—focused on public financial / local revenue generation management and digital governance—to be taken forward under the Provincial and Local Governance Strengthening Programme (PLGSP).

# 1. PROVINCIAL GOVERNANCE PROFILE

Gandaki Province, located in the central region of Nepal, functions within the federal democratic republican framework established by the Constitution of Nepal 2015. The provincial government operates through three main branches: executive, legislative, and judicial.

- **Executive Branch:** The Governor serves as the ceremonial head of Gandaki Province, while the Chief Minister leads the executive and chairs the Provincial Council of Ministers, comprising ministers responsible for core sectors such as Economic Affairs and Planning, Social Development, and Physical Infrastructure. The Office of the Chief Minister and Council of Ministers (OCMCM) coordinates inter-ministerial operations and intergovernmental relations.
- **Legislative Branch:** The Gandaki Provincial Assembly is a unicameral legislature, currently composed of 60 members—36 elected through the first-past-the-post system and 24 through proportional representation. While the Assembly has been functional since the promulgation of the Constitution, its legislative potential remains underutilized, particularly regarding the enactment of laws necessary to operationalize provincial mandates. Capacity deficits in legislative drafting, public consultation, and federal alignment persist. To address this, establishing a Legislative Support Unit within the Assembly Secretariat and strengthening its collaboration with sectoral ministries is critical to ensure timely, inclusive, and constitutionally aligned law-making.
- **Judicial Branch:** The Pokhara High Court, based in the provincial capital, exercises jurisdiction across all districts in Gandaki, functioning as the apex judicial institution. It ensures legal oversight, upholds constitutional provisions, and reviews decisions of lower courts and administrative bodies.
- **Administrative Structure:** Gandaki Province comprises 11 districts: Baglung, Gorkha, Kaski, Lamjung, Manang, Mustang, Myagdi, Nawalpur (Bardaghat Susta East), Parbat, Syangja, and Tanahun. These are subdivided into 27 municipalities and 58 rural municipalities. Local governments function autonomously in governance, public service delivery, and development planning, supported by federal and provincial grants.
- **Fiscal Structure:** Under Nepal’s federal constitutional framework—primarily Article 57, Article 60, and the Intergovernmental Fiscal Arrangement Act (2017)—the division of fiscal authority is clearly delineated across Schedules 5, 6, 8, and 9 of the Constitution. Karnali Province has the power to levy its own taxes, including agricultural income tax, vehicle tax, entertainment tax, and service charges, as outlined in Schedule 6. While property tax falls under local government jurisdiction (Schedule 8), the province receives fiscal transfers from the federal government, including equalization, conditional, and special grants, as well as a share of national revenue based on a formula recommended by the National Natural Resources and Fiscal Commission (Article 60). These resources support the province’s administrative functions, infrastructure, and development programs. Table 1 provides the structure of sub-national fiscal assignments.

<b>Table 1. PROVINCIAL, LOCAL GOVERNMENT AND SHARED FISCAL ASSIGNMENTS</b>	
<b>Provincial Fiscal Assignments</b>	
<i>Tax Type</i>	<i>Details / Notes</i>
<i>Vehicle Tax</i>	Includes registration, ownership transfer, and annual renewal of vehicles.
<i>Entertainment Tax</i>	Applied to cinema halls, events, shows, and other commercial entertainment.
<i>Advertisement Tax</i>	On advertisements displayed in public spaces, billboards, etc.
<i>Agricultural Income Tax</i>	Provinces may impose this on larger-scale farming activities (non-subsistence).
<i>Tourism Fee / Tax</i>	Includes trekking permits, entry fees, and related provincial tourism charges.
<i>Service Charges / Royalties</i>	For the use of provincial services, licenses, and natural resources (e.g., forests).
<i>Provincial Property Tax (if any)</i>	Rarely imposed; often overlaps with local government mandates.

Local Government Fiscal Assignments	
<i>House and Land Tax (Property Tax)</i>	Imposed annually based on land and building valuations.
<i>Business Tax / License Fee</i>	For operating commercial entities within local jurisdictions.
<i>Rental Tax</i>	On rental income from properties (usually residential or commercial leases).
<i>Advertisement Tax</i>	For ads displayed in local public areas (can overlap with provinces).
<i>Vehicle Entry Tax</i>	On commercial vehicles entering local territory, often for goods transport.
<i>Market Tax / Haat Bazaar Tax</i>	Fees on vendors or marketplaces within local boundaries.
<i>Entertainment Tax</i>	Events, local fairs, movie halls (may overlap with provincial taxes).
<i>Service Fee / Local Royalties</i>	For use of community services (e.g., water, waste management).
<i>Heritage / Culture Fee</i>	For visiting temples, monuments, etc. under municipal control.
<i>Tourism Fees (local level)</i>	Entry or facility use charges (e.g., for local trekking routes or home stays).
Shared Taxes Across Tiers of Government	
<i>Value Added Tax (VAT)</i>	Collected by federal government, shared with provinces/local.
<i>Excise Duty (on local goods/services)</i>	Shared between federal and subnational levels.
<i>Natural Resource Royalties</i>	Revenue from hydropower, forests, mines shared as per formula.

Source: Constitution of Nepal (2015) and Devkota, K., L., (2020)

This decentralized governance model enables Gandaki Province to respond effectively to regional needs while ensuring alignment with national priorities and constitutional provisions.

## 2. NOTE PURPOSE

This Note serves to consolidate key findings from the capacity gap assessment, partnership mapping, and field-based identification of scalable best practices across Gandaki Province under the Provincial and Local Governance Strengthening Programme (PLGSP). Its purpose is threefold:

- **Diagnose Provincial Capacity Gaps:** The Note provides an evidence-based overview of institutional, organizational, and systemic deficits across planning, fiscal management, digital governance, and service delivery functions. Drawing on structured interviews, administrative reviews, and local government diagnostics, it outlines 45 capacity gaps requiring prioritization by the province.
- **Map Strategic Partnerships:** It identifies current and emerging partnerships with development actors—including INGOs, bilateral programs, and UN agencies—and evaluates their alignment with PLGSP objectives. The mapping highlights potential synergies, innovation channels, and duplication risks, offering a roadmap for integrated development cooperation.
- **Inform Future Technical Assistance Deployment:** Based on the assessment, the Note proposes targeted technical assistance (TA) placements and models for scaling best practices. It emphasizes high-impact, cross-cutting roles—particularly in public financial management, digital governance, and inter-governmental coordination—that can unlock reform momentum and strengthen federalism in practice.

By aligning institutional analysis with practical entry points, the Note will inform future PLGSP support, donor coordination, and provincial strategic planning processes—helping ensure governance in Gandaki Province is inclusive, accountable, and resilient.

## 3. CLARIFYING INSTITUTIONAL GAPS

While the primary aim of this Note is to consolidate a comprehensive list of capacity needs across sectors and governance functions, based on field survey results, several overarching institutional themes

emerged during provincial consultations. These warrant a brief mention to inform future planning and support.

While the primary aim of this Note is to consolidate a comprehensive list of capacity needs across sectors and governance functions, based on field survey results, several overarching institutional themes emerged during provincial consultations.

- **Provincial Assembly's Legislative Role:** The Provincial Assembly's potential remains underutilized, particularly concerning the volume of legislation required to operationalize provincial mandates. Capacity gaps in legislative drafting, public consultation, and alignment with federal frameworks are evident. Establishing a legislative support unit within the Assembly Secretariat, strengthening provincial sectoral committees and strengthening linkages with sectoral ministries could address these challenges. While the assessment did not cover the accounts committee, finance committee or other sectoral committees, similar observations likely apply.
- **Intergovernmental Relations (IGR):** While formal IGR structures exist, their functionality varies. Emphasis should be placed on enhancing existing forums—such as the Provincial Policy and Planning Commission and Chief Minister-chaired coordination council meetings—to improve coordination and mitigate conflict among provinces and local levels. Integrating digital tools like the Provincial Project Bank Management Information Systems (P-PPBIS) and Geographic Management Information System (GEOMIS) can further reduce fragmentation.
- **Inclusivity in Decision-Making:** Despite the mainstreaming of GESI principles in law, practical mechanisms to ensure the participation of women, children, youth, Dalits, Janajatis, and persons with disabilities as well as senior citizens and Leave No One Behind people concept in planning and budgeting processes are limited. Institutionalizing participatory tools such as community scorecards could be considered as well as strengthening the Ward Level Planning and Monitoring Committee, which could be made more inclusive and gender responsive.
- **Law-Making Process:** The legislative process faces constraints due to procedural ambiguities and limited legal drafting capacity. Supporting procedural reforms and digitizing legislative workflows, drawing on models piloted by organizations like UNDP, can streamline law-making.

### **Cross-Cutting Importance of GESI and Social Inclusion**

The integration of Gender Equality and Social Inclusion (GESI) serves as a foundational, reflecting PLGSP's commitment to structural transformation and inclusive governance. Strengthening GESI is both a strategic opportunity and a necessity. A more comprehensive and systematic analysis is picked up on the main assessment report to understand how institutional capacities—or the lack thereof—affect historically marginalized groups including women, Dalits, Indigenous Peoples, Madhesis, persons with disabilities etc. Embedding this lens is essential to expose entrenched power imbalances and to articulate the program's ambition to disrupt the status quo.

## **4. CAPACITY ASSESSMENT RESULTS**

The Capacity Assessment serves as a cornerstone of the Provincial and Local Governance Strengthening Programme (PLGSP) in Nepal. It systematically evaluates the institutional, organizational, and individual capabilities of provincial and local governments (PLGs) to ensure their effective operation within the country's federal system. By pinpointing strengths and diagnosing critical gaps, the assessment offers a data-driven basis for shaping targeted interventions that aim to improve governance effectiveness and service delivery.

This process assesses core areas such as administrative structures, human resources, policy execution, fiscal management, and service provision across all seven provinces and selected municipalities. It

identifies challenges at the systemic, institutional, and individual levels, ensuring that PLGSP support is responsive to the unique conditions of each subnational entity. The findings directly inform the formulation of capacity development strategies, guiding decisions on technical assistance (TA), human resources planning, and training needs.

By establishing a clear baseline, the assessment equips provincial and local governments with the insights needed to enhance coordination, institutional functionality, and inclusiveness in public service delivery. It underpins the design of evidence-based, context-specific, and durable interventions, advancing PLGSP's overarching objective of fostering capable, transparent, and resilient governance across Nepal.

## Summary of Capacity Deficit Findings

Gandaki Province faces a complex array of capacity constraints that undermine the effectiveness of governance, service delivery, and institutional development under Nepal's federal system. A comprehensive assessment reveals systemic weaknesses across intergovernmental coordination, public financial management, digital infrastructure, human resource systems, monitoring and evaluation, and local economic planning. These constraints are interlinked—fragmented governance relationships limit strategic planning; underdeveloped digital systems hinder performance tracking and fiscal transparency; and capacity deficits in training, staffing, and innovation reduce the province's ability to implement reforms or scale best practices. The summary below organizes these challenges thematically to support prioritization and inform targeted technical assistance under the Provincial and Local Governance Support Programme (PLGSP).

- ***Fragmented Intergovernmental Coordination and Policy Misalignment:*** The governance structure across federal, provincial, and local tiers remains misaligned, undermining effective service delivery and coordination. Platforms like the Inter-Provincial Coordination Committee (IPCC), Provincial Development Action Committee (PDAC), and Provincial Coordination Committee (PCC) operate sporadically, limiting joint planning and policy coherence. Inter-municipal cooperation mechanisms are weak or non-existent, with municipalities often working in isolation on services like emergency response and waste management. Further complicating the landscape is the misalignment between federal, provincial, and local development plans, with no mandatory framework for ensuring sectoral coordination during planning cycles.
- ***Weak Planning, Budgeting, and Public Financial Management (PFM) Systems:*** Gandaki's budget process suffers from fragmentation and unrealistic forecasts. Conditional and equalization grants are still largely allocated based on political project lists rather than performance-linked indicators or development outcomes. Revenue systems are underdeveloped, with little analytical work done to assess provincial tax potential or expenditure capacity. Digital tools for tax collection and reporting—such as RMIS and SuTRA—exist but are poorly integrated. Public investment planning is hampered by the lack of a functioning project bank, weak market linkages, and limited engagement with the private sector. At the same time, the inclusion of gender equality and social inclusion (GESI) considerations in budgetary allocations remains tokenistic, lacking clear guidelines or enforceable earmarks.
- ***Inadequate Digital Infrastructure and Data Governance:*** The digital backbone required for modern governance remains fragile. Systems like the Government Integrated Office Management System (GIOMS), Document Management Systems (DMS), and data banks are either non-operational or not deployed. Ministries and municipalities lack capacity to effectively archive, share, or secure institutional data, stalling progress on evidence-based decision-making. Critical tools such as SuTRA, LISA, and FRA are implemented in silos, without interoperability or centralized dashboards, severely limiting cross-sectoral

performance tracking. Moreover, data protection, backup, and sharing protocols are insufficiently institutionalized, posing risks to transparency and accountability.

- **Human Resource and Organizational Capacity Gaps:** A fundamental constraint is the incomplete rollout of Organization and Management (O&M) studies across ministries and local governments, resulting in unfilled positions and poorly defined structures. The Provincial Public Service Commission (PSC) remains under-equipped, still reliant on outdated systems and lacking modern recruitment tools such as online registration or results management platforms. Training institutions like the Gandaki Province Training Academy (GPTA) operate without sustainable business plans and are struggling to meet the surging demand for skills development, particularly in digital systems, fiscal management, and procurement.
- **Deficient Monitoring, Evaluation, and Reform Systems:** Monitoring and evaluation (M&E) systems remain fragmented and poorly institutionalized. Tools like LISA and FRA are either inconsistently applied or not linked to funding incentives for local governments. While some ministries exhibit strong reform potential—such as the Ministry of Agriculture’s pilot of Results-Based Financing (P4R)—there is no platform to scale such innovations. Similarly, proposed Policy Labs and research hubs to institutionalize policy experimentation remain conceptual, lacking both political traction and financial backing.
- **Local Government Constraints and Economic Fragmentation:** At the local level, planning processes often exclude federal and provincial spending units, leading to siloed development priorities. Automation of services like grievance redress and citizen charters is limited to a few municipalities, while local economic development programs remain fragmented across employment, women’s empowerment, and SME units. There is an urgent need for integrated planning tools, harmonized LED strategies, and enhanced technical chains in agriculture, tourism, and infrastructure development.

Table 2 provides a list of 69 actions to be considered by provincial authorities in their prioritization process, ideally down to the priority 10-15 actions to be targeted by the PLGSP program over the course of the next 4-5 years.

<b>Table 2. LONG LIST OF GANDAKI CD NEEDS &amp; RECOMMENDATIONS FOR PRIORITIZATION</b>		
<b>Capacity Needs</b>		<b>Recommendations</b>
<b>A. Issues Common Across All Provinces</b>		
1.1.	<i>Intergovernmental coordination</i> across the three tiers of government is limited, with the provincial government facing significant capacity constraints, and the unbundling exercise needs to be embedded in each sector service delivery model.	To address limited intergovernmental coordination and provincial under-capacitation, sector-specific <i>Shared Service Agreements (SSAs)</i> are based on agreements reached between comprising federal, provincial, and local representatives. These SSAs will assign responsibilities based on actual capacity, embed coordination within sectoral frameworks and budgets, and align with ongoing unbundling efforts. A national <i>Shared Services Support Cell (SSSC)</i> could backstop implementation.
1.2	Coordination challenges across governance levels significantly constrain strategic coherence in federal systems. Weak vertical coherence between federal, provincial, and local levels is compounded by fragmented and infrequent interaction between provincial and local governments. The absence of structured, institutionalized coordination mechanisms has led to parallel planning processes, misaligned	To strengthen vertical coherence and intergovernmental coordination, sector-specific Intergovernmental Coordination Units (ICUs) should be institutionalized with clear mandates, supported by a province-wide interoperable digital platform enabling shared data access, synchronized project management, and real-time fiscal tracking. Formalized Shared Service Agreements (SSAs) and a provincial Shared Services Support Cell (SSSC) should standardize tools, provide technical support, and facilitate collaboration with digital governance partners. In parallel, regularized meetings of

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	<p>policies, and inconsistent execution of shared responsibilities. Planning and budgeting remain unharmonized, digital systems are not integrated, and data flows are often dysfunctional. Provincial governments, in particular, struggle to operationalize their exclusive mandates due to limited sector-embedded coordination mechanisms and the lack of interoperable tools. These systemic gaps undermine integrated service delivery, delay critical reforms and development outcomes, lead to duplication of efforts, and erode accountability across all tiers of government.</p>	<p>the Inter-Provincial Coordination Committee (IPCC), Provincial Development Action Committee (PDAC), and Provincial Coordination Committee (PCC) should be institutionalized, with clear mandates and structured follow-up. A provincial coordination secretariat should oversee these mechanisms, manage joint action plans, align inter-ministerial efforts, and track implementation to ensure accountable and integrated cross-tier governance.</p>
1.3	<p><b>Decreasing Equalization Grant and increasing conditional grant.</b> The rising share of conditional grants over equalization grants risks limiting provincial autonomy and flexibility. Provincial governments lack localized tools and procedures to comply with updated CS grant allocation guidelines.</p>	<p>To restore fiscal autonomy and improve grant management, Gandaki Province should review its internal Equalization Grant allocation formula using LG-specific expenditure needs and revenue capacity data, in coordination with NNRFC. Simultaneously, the province should develop and institutionalize KPI-based Conditional Grant systems aligned with national frameworks, incorporating performance metrics and GESI indicators. Tailored CG guidelines must be designed for provincial use, backed by inclusive consultation and TA support. To improve transparency and compliance, an online CG grant call monitoring and reporting platform should be developed in coordination with DoIT.</p>
1.4	<p>Limited capacity and fragmented use of public financial management (PFM) software have hindered the effective implementation of systems such as PAMS, RIMS, and e-GP across provincial institutions.</p>	<p>Provide comprehensive, cross-provincial capacity building tailored to key technical and administrative personnel, including: networking and GIS training for IT officers; e-GP and multisector infrastructure training for engineers; and in-depth sessions for finance and administrative staff on policy making, procurement, internal control systems, SuTRA revenue model, VERS, PAMS, and audit management—coordinated with DTCO, FCGO, and PPMO for technical backstopping and system integration.</p>
1.5	<p><b>Duplication of infrastructure plans</b> across government levels needs rationalizing and harmonizing.</p>	<p>Create a digital infrastructure planning platform accessible to LGs and PGs to avoid duplication; include LG-level mapping.</p>
1.6	<p>Widespread digital literacy gaps across communities in Gandaki Province limit the effective use of e-governance tools, digital services, and citizen engagement platforms, especially among marginalized and rural populations.</p>	<p>Launch a province-wide digital literacy campaign targeting grassroots groups such as cooperatives, forest user groups (UGs), and mothers’ groups. Use localized training, peer learning, and community-based facilitators to build practical digital skills and promote inclusive access to public digital services.</p>
1.7	<p>Provincial governments <b>lack structured, tech-enabled coordination units</b>, reducing efficiency and alignment with federal systems.</p>	<p>Support the rollout of provincial-level action centers based on the Prime Minister’s Office model, with full technical implementation support.</p>
1.8	<p><b>Multiple, incompatible software platforms</b> exist across PG and LG levels, limiting data integration. <b>Poor data integration</b> and siloed IT systems hinder coordination across federal, provincial, and local levels.</p>	<p>Develop a Provincial Level Data Bank with a unified digital platform to harmonize provincial and local level systems. Support integrated data centers (IDMC/GIDC) to centralize and streamline multi-level coordination.</p>

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1.9	System outages and website stagnation occurred after TA support ended with PLGSP's closure.	Revitalize and maintain Line Ministries' websites with technical TA support. Coordinate with respective Ministries. And DOIT/ MoICT
1.10	<b>Low digital literacy</b> among users reduces the uptake of e-governance tools and systems.	Promote digital literacy with best-practice learning methods tailored to demand-side users.
1.11	Provincial staff have limited understanding of how to use the <b>NPC's online project bank system</b> effectively, including Project Bank Guidelines and Localization.	Support effective uptake and integration of existing NPB and NPB MIS systems by building LG capacity, simplifying user interfaces, and piloting applied use cases to improve project planning and ownership. Provide structured training for spending unit staff on the project bank platform and CS grant operations, coordinated with NPC and PPC.
1.12	Use of the NPC/MoFAGA planning process remains limited.	Strengthen the application of existing NPC/MoFAGA planning guidelines by developing a practical project identification tool and targeted support to improve their use during provincial planning, drawing on lessons from Karnali.
1.13	Weak policy coherence between federal, provincial, and local government levels	Update Periodic Plans and MTEF to align with the 16th Five Year Plan; deliver online capacity building on MTEF formulation. Develop and implement a provincial Policy Coherence Framework to align plans, budgets, and sectoral priorities, supported by coordination mechanisms and integrated planning tools.
1.14	Local governments in Gandaki Province face significant challenges in digital data and information management due to the absence of a comprehensive database policy, fragmented archiving practices, and weak data security and backup systems. This undermines institutional memory, transparency, and continuity during staff transitions.	Formulate and implement a robust Database Management Policy for local governments, supported by the centralization of data systems and standardized regulatory frameworks. Establish institutional data archiving protocols that include handover/takeover procedures, and develop secure data backup and recovery mechanisms to ensure data integrity, continuity, and long-term accessibility.
1.15	The lack of user training and technical understanding has delayed effective utilization of the GIOMS system across ministries, while the absence of an enacted Province Data Act has left Gandaki without integrated systems to manage and leverage administrative data across provincial and local governments. This combination significantly hampers operational efficiency, transparency, and the potential for data-driven decision-making.	Targeted capacity building should be conducted for ministry staff on the Government Integrated Office Management System (GIOMS) and the Integrated Document Management System (IDMS) to ensure effective system adoption. In alignment with the 2022 Electronic System Directive, the GIOMS should be fully rolled out to digitize administrative processes across provincial ministries. Training should leverage the existing user manual developed by the Department of Information Technology (DoIT) to promote consistent use, build institutional familiarity, and ensure long-term sustainability of digital governance practices.
<b>B. Non-Functional Systems Initiated at the Federal Level</b>		
1.16	The absence of legal and structural data security protocols affects safe data handling and inter-system coherence.	Support the Provincial Government to <b>formulate a Provincial Data Protection and Coherence Act</b> .
1.17	Key public sector data is outsourced to private firms, with weak oversight and major data migration challenges.	Support GIOMIS rollout through coordination with MoCIT, aligned with the 2022 Electronic System Directive.

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1.18	The current Equalization Grant formula lacks precision and fails to address provincial fiscal disparities effectively. The rising share of conditional grants over equalization grants risks limiting provincial autonomy and flexibility.	Provide TA to review and revise the Equalization Grant formula to enhance equity and fiscal balance, coordinating with NNRF. Develop KPI-based conditional grant allocation systems, with TA support and inclusive consultation.
1.19	The prior PLGSP-supported online monitoring tools are inactive due to a lack of follow-up support.	Develop real-time “ <b>Action Monitoring</b> ” tools, procure IT logistics, and ensure on-call vendor support.
1.20	LISA, FRA, and LED assessment results are underutilized in influencing performance-based rewards and grant allocations for Local Governments (LGs).	Institutionalize the linkage of LISA/FRA/LED assessment results with LG grant systems; provide targeted technical assistance to ensure credible, transparent, and performance-driven evaluation mechanisms.
<b>C. Provincial-Specific Issues</b>		
1.21	The lack of structured capacity building for new and serving government officials—especially at the local level—reflects a gap in horizontal and vertical G2G support systems. When PGs or national training bodies like GPTA do not systematically offer training, mentoring, or learning platforms, it weakens the institutional relationship between levels of government. This affects policy coherence, service standardization, and public administration quality.	Establish a structured Government-to-Government (G2G) capacity development mechanism to address the high demand for both on-the-job and in-service (Sewa Kalin) training among new recruits and serving officials. This should include the development of modular, role-specific online courses and blended learning programs managed by GPTA, enabling continuous professional development. The system should be institutionalized within provincial training frameworks, linked to performance assessments, and designed to ensure consistent, scalable support from provincial to local government levels.
1.22	There is a lack of ownership among local governments (LGs) in preparing key planning instruments such as Periodic Plans, Capacity Development (CD) Plans, and Revenue Improvement Plans (RIP), leading to external dependency and weak institutionalization of local planning processes.	Strengthen G2G service delivery by developing a roster of accredited Local Resource Persons (LRPs) specialized in preparing Periodic Plans, CD Plans, and Revenue Plans. These trained LRPs should be deployed and contracted by LGs to facilitate plan development, ensuring local ownership, contextual relevance, and reduced reliance on external consultants. Institutionalize this mechanism through GPTA or PCGG to promote sustainability and knowledge retention.
1.23	Gandaki Province has introduced key laws like the Policy and Planning Act, Data Act, and M&E Act, but lacks the procedural guidelines needed to implement them effectively. This gap leads to inconsistent application and weak policy execution.	Develop clear procedural guidelines for the Policy and Planning, Data, and M&E Acts, including standardized steps, roles, and tools to ensure consistent, province-wide implementation aligned with national systems.
1.24	The current 7-step planning process lacks a mandatory mechanism to engage sectoral committees and relevant federal and provincial service delivery units, resulting in weak coordination across government tiers and undermining the coherence of local development plans. This fragmentation is particularly evident in Local Economic Development (LED), a priority for Local Governments, where key LED-related spending units—such as the Prime Minister Employment Programme (PMEP), the Micro-Enterprise Development Programme for Poverty Alleviation (MEDPA), and Women Development Units—operate in	The 7-step planning process should be reviewed and amended to institutionalize sectoral coordination by mandating consultations with relevant federal and provincial service delivery units at the local level. This would strengthen integrated planning, enhance resource alignment, and improve accountability. Currently, the lack of such coordination weakens the coherence of local development plans and contributes to duplication—particularly in Local Economic Development (LED), where key spending units like PMEP, MEDPA, and Women Development Units operate in silos. To address this, Local Governments should adopt a joint planning framework that aligns the objectives and activities of LED-focused programs, ensuring employment generation efforts are complementary, resources are optimized, and interventions achieve greater impact. Developing clear

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	isolation. The absence of integrated planning leads to duplication, inefficiencies, and missed opportunities to leverage synergies for job creation and inclusive economic growth.	project prioritization criteria should also be a high-priority action to help Rural Municipalities select strategic, mandate-aligned projects and reduce inefficiencies.
1.25	Gandaki Province and its LGs lack a centralized data bank, limiting access to reliable, sectoral data for planning and decision-making despite ongoing efforts in digital resource mapping.	Establish an integrated Provincial and LG-level Data Bank that consolidates sectoral data—particularly in priority areas such as health and education—with embedded data security, backup, and access protocols. This system should draw from and upscale best practices in education service delivery already in use within the province. Ensure the platform is interoperable with federal systems and accessible across PG and LGs. Coordinate closely with LGS to maintain data quality, enable performance benchmarking, and support evidence-based planning and policy refinement.
1.26	Secretaries lack targeted capacity building to effectively support and facilitate local justice systems, limiting their role in promoting accessible and responsive legal services.	Provide specialized training to secretaries on justice system facilitation, focusing on legal procedures, case handling, and coordination with local judicial and administrative bodies.
1.27	Community awareness of local justice systems is low, and there are limited mechanisms to address psychosocial needs at the grassroots level, undermining access to justice and social support.	Launch community-focused awareness campaigns on justice systems and establish local mechanisms for psychosocial counselling to enhance legal empowerment and social resilience. Web based systems to host the decisions- Access to Justice. Train legal facilitators and launch public outreach using FM radio and digital platforms to disseminate justice-related information.
1.28	There are significant policy and institutional gaps hindering effective inter-municipal cooperation in Gandaki Province. Without formal mechanisms, municipalities struggle to collaborate on shared services such as emergency response, waste management, and infrastructure, resulting in inefficiencies and missed opportunities for joint service delivery.	Formulate a clear policy and operational framework to institutionalize Inter-Palika coordination mechanisms. This should include the scaling-up of best practices in joint service delivery—such as shared ambulance services, fire brigades, and solid waste management—supported by a structured fund and risk-sharing model. Establish common logistics protocols and provide joint training programs to enable efficient, equitable, and sustainable collaboration among municipalities.
1.29	Limited replication of successful inter-municipal coordination models, particularly Public-Private Partnership (PPP) initiatives demonstrated in leading municipalities.	Document and replicate effective inter-municipal partnership models—such as the Bharatpur Municipality PPP initiative—through province-led platforms, fostering peer learning and scalable collaboration frameworks.
<b>Public Service Commission and PCGG</b>		
1.30	The provincial Public Service Commission <b>lacks modern tools and infrastructure</b> for efficient, transparent, and merit-based recruitment processes.	Implement a <b>comprehensive digital upgrade package</b> with advanced recruitment software, automated scoring (OMR) for Merit-Based Recruitment (MBR) result tracking systems, and fully equipped computer labs. Upscale best practice from Nepal Telecom (NTC) providing computer lab establishment in a package. Logistic support for Digital data backup
1.31	The absence of standardized Operational and Management (O&M) structures across local governments has resulted in fragmented institutional setups, unfilled critical positions, and uneven service delivery, weakening the overall	Provide technical assistance to design, institutionalize, and implement a unified O&M framework across all local governments, ensuring alignment with federal guidelines. Support municipalities in completing their O&M structures and accelerating the recruitment process to fill vacant positions critical for effective service delivery and administrative functionality.

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	effectiveness of decentralized governance.	
1.32	<b>Weak coordination</b> among the Provincial Planning Commission (PPC), PSC, and OCMCM hampers a cohesive approach to Human resource development at the provincial and local government level.	Establish a <b>formal coordination platform</b> among the Provincial Planning Commission (PPC), PSC, and OCMCM for coordinated efforts on O& M study and fulfillment of the vacant public service staff, positions in the Ministries and Local Government level, ensure quality of job entry and in-service training and develop standardized systems for ensuring sectoral training centers.
1.33	The Office of the Chief Minister and Council of Ministers (OCMCM) lacks robust systems for real-time monitoring and grievance redress, limiting executive oversight, responsiveness, and public accountability.	Strengthen the provincial “Hello CM” system by modeling it on the federal-level “Hello PM” platform, enabling structured grievance intake and resolution. Establish a digital “Action Room” within the OCMCM to track real-time development activities, monitor performance indicators, and support evidence-based decision-making by the Chief Minister.
1.34	The CM IPF Fund and several IT-related initiatives in Gandaki Province face sustainability challenges due to weak institutional mechanisms and unclear prioritization frameworks, risking discontinuity of critical development programs.	Develop systems and institutional mechanisms within the OCMCM to ensure the sustainability of the CM IPF Fund, with a strategic focus on employment creation. This includes establishing clear criteria for project selection, aligning funding with long-term job creation goals, and integrating monitoring tools to track impact and guide future allocations.
1.35	Policy, human resource, and system gaps within the Provincial Center for Good Governance (PCGG) in Gandaki have limited its ability to function as a strategic training and capacity-building institution for local governance. The absence of a legal framework and incomplete organizational structuring further constrain its operational effectiveness.	Fast-track the enactment of the Gandaki Pradesh PCGG Act and finalize the O&M study to establish a clear institutional mandate and staffing structure. Replicate and adapt the Training Management Information System (TMIS) model from Gandaki Province Training Academy (GPTA) to enhance training delivery, tracking, and impact assessment.
1.36	Need to address the geographic spread of Gandaki Province through satellite learning centers. Review the previous GIZ-implemented satellite training center concept.	Strengthening Satellite Learning Center, previously developed by GIZ
1.37	Lack of coordination and integration between PCGG and sectoral training institutions has resulted in fragmented in-service training delivery, duplications, and missed opportunities for cross-sectoral capacity building.	Establish PCGG as a provincial umbrella institution by developing clear systems and coordination mechanisms to systematically link with sectoral training centers, enabling harmonized planning, delivery, and monitoring of in-service training across all sectors.
1.38	The province <b>lacks structured induction training programs</b> for newly recruited civil servants, affecting their readiness and performance.	With PCGG design and adapt existing similar courses in other provinces and deploy online, modular pre-service induction programs in partnership with sectoral training institutes.
1.39	Job entry and in-service training are irregular, outdated, and poorly aligned with evolving roles and sectoral needs.	Develop a provincial strategy with PCGG to establish a continuous professional development system, featuring needs-based, role-specific modules, digital tracking, and alignment with sectoral training units.
1.40	The absence of an integrated staff inventory system hampers effective workforce planning, redeployment, and evidence-based capacity analysis across provincial and local governments.	Roll out a centralized Integrated Public Service Management Information System (IPFMIS) at the provincial level to manage and track the full lifecycle of human resources, linking it with the Federal Public Service Commission (PSC) and provincial planning systems. This should include full deployment of the Personal Information System (PIS) at the Department of

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		<p>Provincial Personnel Records (Civil), modeled on the operational system in Koshi Province.</p> <p>Introduce comprehensive e-Services that enable real-time access to civil servant profiles, including online "Sheet Roll" registration, personal detail verification, service history, and retirement tracking. Develop a secure, digital inventory system that captures and updates demographic, service, and performance data of all civil servants. Ensure full coordination with the PSC to integrate the system with recruitment, performance evaluation, and workforce planning processes, backed by secure data protocols and user training.</p>
<b>Strategic Planning and Policy Coherence</b>		
1.41	Gandaki Province lacks dedicated platforms for policy research, real-time policy feedback, and evidence-based dialogue, which significantly limits the Provincial Planning Commission's (PPC) capacity to inform planning and decision-making with timely, contextual analysis. The absence of structured mechanisms for generating and integrating policy feedback further constrains adaptive policymaking and the ability to implement responsive, evidence-informed reforms.	Establish a Policy Lab under the Provincial Planning Commission (PPC) to serve as a provincial knowledge hub that integrates ongoing research, stakeholder dialogue, and real-time policy feedback. This lab will generate evidence to support adaptive policy design and strengthen the PPC's role in informed planning and decision-making. Structured mechanisms should be developed to institutionalize the use of research outputs in policy formulation, supported by technical assistance to ensure the lab's effective operation and long-term sustainability.
1.42	Innovation in governance systems remains underutilized in Gandaki Province, despite several ministries—such as the Ministry of Agriculture—proposing promising reforms. A lack of institutional mechanisms to test, adapt, and scale these innovations hinders progress.	Support the Ministry of Agriculture in piloting a "Programme for Results" (P4R) modality for grant allocations in the agriculture sector. Use this as a test case to evaluate performance-based funding and system innovation. Develop a framework for documenting lessons learned and scaling successful approaches across other ministries and sectors.
1.43	The current reporting systems across Gandaki's provincial and local governments are fragmented, leading to inconsistent data, weak monitoring, and limited use of evidence in decision-making.	Develop and institutionalize a unified digital Monitoring and Evaluation (M&E) framework that enables standardized, real-time reporting across all PG and LG entities. Ensure the system is accessible, user-friendly, and aligned with sectoral indicators. Coordinate with GPTA to provide training, technical support, and long-term capacity building to ensure effective uptake and sustainability.
1.44	The Gandaki Province Training Academy (GPTA) lacks a long-term sustainability model, with no clear strategy for financing, institutional growth, or service expansion—limiting its effectiveness in delivering continuous capacity development.	Support the development of a comprehensive Business Plan for GPTA that outlines its financial sustainability, service delivery model, partnerships, and institutional expansion. The plan should include cost-recovery mechanisms, demand-driven training portfolios, and strategic alignment with provincial governance priorities.
1.45	Inadequate Economic analysis during planning. Moreover, although the Province Planning Commission has finalized the Project Bank Procedural Guideline, implementation remains weak due to limited institutional capacity, lack of system integration, and low uptake by spending units at both PG and LG levels.	Provide technical assistance in economic data analytics and applied policy research to strengthen provincial-level planning accuracy. This support will build on the annual Economic Survey by the Ministry of Finance and the analytical outputs of Nepal Rastra Bank, translating national-level insights into actionable guidance for PLG planning. Capacity-building will focus on enhancing the ability of PPCs to interpret, localize, and apply economic data for evidence-based policy formulation.

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		Support the effective implementation of the Project Bank Guidelines by operationalizing clear procedures, providing targeted training to PG and LG staff, and integrating the system with planning, budgeting, and monitoring functions. Establish technical backstopping mechanisms and deploy user support to ensure full adoption and routine use in project identification, prioritization, and appraisal.
1.46	Key legislative frameworks related to policy planning, statistics, and monitoring and evaluation remain in draft form without operational guidelines, delaying institutionalization and implementation across sectors.	Accelerate the endorsement of the drafted provincial Acts on Policy and Planning, Statistics, and Monitoring and Evaluation. Provide technical support to develop practical operational guidelines, implementation toolkits, and capacity-building plans to operationalize these laws across ministries and local governments.
1.47	Weak institutional systems for project selection and prioritization have led to ad hoc planning and misaligned investments at the provincial and local levels.	Support the implementation of the Project Bank Guidelines as a provincial priority. Develop and operationalize a functional Project Bank, drawing lessons from Madhesh Province, and provide technical assistance for its institutional integration and effective use.
1.48	Weak policy alignment and lack of systematic monitoring mechanisms hinder evidence-based decision-making and accountability in program implementation.	Develop and institutionalize an online, computerized results and performance-based monitoring system to strengthen policy coherence, track outcomes, and inform strategic reviews (PP priority, pg. 240).
1.49	Capacity Building support to spatial Planning	Deliver technical assistance and GIS training as part of a broader effort to institutionalize spatial planning within provincial governance systems. This will include developing standard operating procedures, integrating GIS into planning workflows, and strengthening the capacity of technical staff and planning units to sustainably manage and utilize spatial data for evidence-based decision-making.
1.50	Need for digitizing the local resource information	Support the development of digital maps for Rural Municipalities to improve local resource tracking.
1.51	Ownership Issues at the LG level for policy documents	Promote co-creation of key policy documents with LG officials through facilitated planning clinics and embed policy formulation in routine LG functions to strengthen ownership and sustainability and develop accredited Local Resource persons to facilitate the process.
<b>Public Finance Management (PFM)</b>		
1.52	Improving revenue generation and diversifying the revenue base is a priority for local governments in Gandaki Province. However, most LGs lack the technical capacity, strategic planning, and tailored tools needed to identify and exploit new revenue sources. This limits their financial autonomy and sustainability.	<p>Conduct a comprehensive study on provincial and local revenue potential and expenditure capacity to inform the design of a robust revenue administration system. Establish a province-wide monitoring mechanism for Revenue Improvement Plans, and provide targeted training on the SuTRA revenue model.</p> <p>Support the development of tailored revenue diversification strategies, including eco-tourism (e.g., a Tourism Master Plan for Annapurna RM), forest-based enterprises, and participation in carbon trading schemes. Introduce a CRS fund management guideline and deliver technical assistance to PG and LGs to access and manage revenues from natural resources effectively. The new administration system should also include digital tracking tools, revenue forecasting models, and integration with budget and expenditure platforms to enhance transparency and performance.</p>

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1.53	Provincial and local governments in Gandaki face persistent weaknesses in fiscal procedures, particularly in the use of digital public financial management (PFM) systems and procurement frameworks. These gaps hinder transparency, accountability, and effective budget execution.	Deliver targeted capacity building to effectively operationalize key PFM digital systems including SuTRA, CGAS, RMIS, and PAMs, while also institutionalizing public budget tagging for climate, gender, and SDG targets. Strengthen staff competencies in e-Government Procurement (E-GP), implementation of procurement survey findings, and routine procurement reviews. Coordinate with FCGO, PFCGO, DTCO, and PPMO to ensure alignment with national systems and to embed these capabilities across provincial and local governments.
1.54	Gender and social inclusion (GESI) considerations are weakly integrated into Gandaki’s budgetary and planning processes, resulting in limited impact for women, children, and marginalized groups.	Establish a mechanism to earmark conditional budgets for GESI priorities, including targeted allocations for women, children, and disadvantaged groups. Coordinate with the Federal Government to align with national inclusion frameworks.
1.55	Budgetary Planning: Need for reporting on climate and SDG	Develop and institutionalize comprehensive budget tracking guidelines aligned with national budgeting standards and targets for climate, gender, SDGs, and poverty reduction. Establish an integrated reporting system for both provincial and local governments that enables regular, disaggregated expenditure and results-based reporting. Provide technical assistance for system rollout, data integration, and staff training, ensuring consistent application across all ministries and municipalities. This includes building capacity to apply budgeting guidelines effectively and link allocations to measurable development outcomes.
1.56	Audit Issues: Need for strengthening internal auditing	Support LGs with tools and training to systematically document and manage audit-relevant information.
1.57	Procurement and e-bidding capacity-building needs	Coordinate with PPMO to design and deliver tailored capacity building for procurement systems, including e-bidding.
1.58	Municipalities face low own-source revenue performance due to weak systems, limited capacity, and lack of strategic revenue planning.	Coordinate with ADB to explore and adapt the Revenue Management Plan piloted.. Support municipalities in developing tailored revenue improvement strategies, systems, and capacity-building plans for sustainable local financing.
<b>Sectoral Development and Economic Policy</b>		
1.59	Public investment planning in Gandaki Province lacks strategic direction and coordination across provincial and local governments. The absence of a structured investment framework, weak resource mobilization efforts, and limited market linkages hinder the growth of the local economy and private sector engagement.	Support the development of a comprehensive Provincial and Local Investment Plan aligned with economic priorities. Organize periodic Investment Summits to attract domestic and external resources. Promote the branding, packaging, and market linkage of local products—particularly in agriculture, tourism, and crafts—to boost the local economy. Embed these initiatives within an integrated local economic development strategy that aligns with provincial planning and resource allocation systems.
1.60	There is no unified, secure system for organizing, accessing, and sharing key documents across provincial ministries and local governments, leading to inefficiencies and data silos.	Develop and deploy an Integrated Document Management System (DMS) to archive and track administrative and legal documents across PG and LGs. Coordinate with DoIT to ensure system compatibility, security, and long-term support.
1.61	Duplication and fragmentation in infrastructure planning persist due to uncoordinated systems and lack of	Digitize and integrate the Provincial Road Master Plan and Provincial Transport Master Plan into a unified digital platform accessible to both PG and LGs. This will streamline project submission, evaluation, and

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	shared access to provincial and local data.	monitoring, and reduce duplication in infrastructure planning and investment.
1.62	Public transport service delivery suffers from inefficiencies, limited digital access, poor asset management, and weak coordination between provincial and local infrastructure bodies.	Develop a user-friendly digital app for vehicle tax payment and renewal tokens as a top priority. Introduce performance-based maintenance systems for road infrastructure and expand the Infrastructure Asset Management System at the PG level. Strengthen coordination and reporting mechanisms with the Provincial Capital Infrastructure Development Office, building on the Hetauda Municipality model. Coordinate closely with FCGO to ensure system alignment and fiscal oversight.
1.63	Urban planning systems and processes remain fragmented, with limited integration of land management tools and scalable models for planned urban growth.	Strengthen provincial urban planning frameworks and institutional processes. Upscale successful land pooling pilots—such as those in Bharatpur Municipality—through technical support and coordination with LGs to promote inclusive, planned, and service-ready urban expansion.
1.64	Current DRRM initiatives across municipalities remain fragmented and lack coordination, resulting in inefficiencies, duplication of efforts, and uneven preparedness and response capacities. There is an urgent need for a harmonized approach that enables municipalities to work collectively and align their DRRM strategies and actions.	Municipalities should collaborate to develop standardized systems for assessing risks, losses, and damages, which will inform evidence-based planning and budgeting for DRRM. Coordination mechanisms should be established for joint disaster management planning—particularly in geographically connected areas—enabling municipalities to implement collective stabilization measures such as Nature-Based Solutions (NBS) for dozor roads and other shared infrastructure.
1.65	Accessing personal health data is complex due to fragmented, paper-based systems and lack of digital integration.	Develop an online Health Information System (HIS) that provides secure, real-time access to personal medical records, prescriptions, and diagnostic reports.
<b>Service Delivery and Inclusion</b>		
1.66	Several municipalities in Gandaki Province are ready to transition to automated public service delivery, but lack the systems and capacity to implement digital solutions aligned with citizen charters. Manual processes and weak feedback mechanisms continue to delay service delivery and reduce accountability.	Roll out automation of citizen charter-linked services by replicating proven models like the Suklagandaki One-Stop Service (OSS) system. Introduce an online grievance redress mechanism to ensure citizen feedback and responsiveness. Additionally, strengthen the technical support chain in key sectors like agriculture to improve service quality and reach at the local level.
1.67	Unmet social protection measures for children and women in Budgetary Planning	Provide TA to develop mandatory budget cap provisions for women, children, and disadvantaged groups in planning and budgeting processes to streamline and mainstream.
1.68	Public service delivery remains slow due to manual processes and fragmented service points.	Replicate and scale up one-stop service delivery models with office automation to enhance efficiency in urban municipalities.
<b>Civilian Oversight</b>		
1.69	Elected representatives, CAOs, and technical staff in Gandaki Province face significant capacity gaps in policy understanding, procurement, digital systems, and infrastructure management, which undermines effective governance and service delivery.	Implement a comprehensive capacity building program targeting elected officials, Chief Administrative Officers (CAOs), and municipal staff to strengthen policy alignment, technical expertise, and institutional effectiveness across all levels of local governance. The program will include training on policy awareness, ICS Planning Guidelines developed by MoFAGA, legal frameworks, and compliance mechanisms. CAOs and staff will receive specialized instruction in policymaking, e-Government Procurement (E-GP), internal control

	<p>systems, procurement mentoring, and digital skills such as website management, spatial mapping, and resource profiling. Infrastructure teams will be trained in geotechnics, road stabilization, and bioengineering solutions. Capacity development will also extend to Thematic Provincial Parliamentary Committees and ward chairs on ICS design, while Deputy Mayors will be trained in monitoring and evaluation. Additionally, group sessions will focus on team building and stress management to improve organizational cohesion. All efforts will be coordinated with the Government Programme for Technical Assistance (GPTA) to ensure coherence and strategic delivery across provinces.</p>
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## 5. PARTNERSHIP MAPPING RESULTS

This section provides the results of the initial provincial-level mapping exercise, illustrating how key development partners are supporting federalism-related reforms in Gandaki Province. The examples focus on thematic alignment, coordination opportunities, and potential risks of overlap with PLGSP interventions. These working examples demonstrate how diverse actors—ranging from those engaged in youth participation to civic monitoring and inclusive planning—can contribute to and align with PLGSP’s objectives. This section is split into Priority Program Examples (three detailed examples provided) and a table of all other Gandaki province partnership options to be explored in the final report.

### 5.1 EXAMPLE PARTNERSHIP OPPORTUNITIES

Section 5.1 provides a summary of two illustrative cases highly relevant to PLGSP operations in Gandaki Province. The two examples include (i) the Asia Foundation/DFAT (ii) SUSASAN/YOUNG INOVATIONS Nepal/GAC/CECI (iii) Helvetas Nepal/EU. These are provided here as examples but will be developed in the final main report, which covers federal, provincial, and local partners of significance to PLGSP.

#### 5.1.1 NEPAL SUBNATIONAL GOVERNANCE PROGRAMME (SNGP) – PHASE II

SNGP is a flagship governance initiative funded by the Government of Australia’s DFAT and implemented by The Asia Foundation (TAF) in partnership with the Government of Nepal. Currently in its second phase, SNGP works in an adaptive, politically-informed manner, convening a “coalition of influence” across government, civil society, and experts. The program has defined five End-of-Program Outcomes (EOPOs) that echo PLGSP aims: (1) stronger intergovernmental coordination mechanisms, (2) more inclusive and evidence-based local policies (with a focus on public health services), (3) inclusive economic policies at subnational level, (4) more inclusive service delivery responding to women’s and marginalized groups’ needs, and (5) integration of climate change considerations into subnational plans (this fifth outcome was introduced in 2023).

- Presence in Gandaki: Under Phase II the Programme facilitated policy dialogues and supported evidence-based planning exercises in Gandaki’s provincial government and a handful of its municipalities on issues like public health and local economic development. It also convenes cross-provincial learning, notably in which youths from Gandaki participated in a Youth Sounding Board that informs the program’s youth engagement strategy. SNGP had expanded with intentions to gradually include all 85 local units in the Gandaki Province.
- Key Activities & Alignment with PLGSP: SNGP’s activities are tailored to its EOPOs. Key interventions include: supporting the design of inter-governmental coordination forums and dispute resolution mechanisms between provincial and local governments (addressing PLGSP outcome 1 on inter-governmental functioning); technical assistance to provincial ministries for evidence-based policy and to municipalities for data-driven planning (advancing PLGSP outcome 2 on efficient, inclusive institutions); and capacity development for elected representatives on participatory planning, with an emphasis on inclusive practices (linked to PLGSP outcome 3).

For example, under SNGP, policy labs were organized in Gandaki to help local governments formulate policies on public health service delivery using data and community input, aligning with PLGSP’s push for quality local services. The program also actively mainstreams GESI and climate resilience in local planning. Notably, SNGP often works through granting and mentoring local CSOs and research

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institutions to carry out studies or pilot programs, thereby fostering a local knowledge base and civic engagement in governance.

- Innovations and Lessons: SNGP is known for its adaptive programming approach, iteratively adjusting activities based on what works (a “learning by doing” ethos similar to a Problem-Driven Iterative Adaptation model). One innovation is the establishment of Gandaki Province Training Academy (often through Provincial Center for Good Governance collaboration) that produces evidence for policy-making. This has been piloted in provinces including Gandaki, helping ground provincial plans in data. SNGP has documented lessons on inter-governmental relations: for instance, in facilitating dialogues on functional assignments between Gandaki’s provincial ministries and its local governments, a best practice emerged to use neutral conveners (like TAF or academia) to mediate discussions, which improved trust.

Another success under SNGP is the integration of participatory planning tools (like community scorecards and public hearings) into the annual planning cycle of certain partner municipalities, which led to more citizen-centric local development plans (a practice that can be scaled). SNGP’s mid-term review notes successful practices in gender-responsive budgeting support—some municipalities in Gandaki, with SNGP guidance, prepared budgets that earmark funds for women, Dalits, and persons with disabilities, illustrating inclusive governance in action.

- Potential Duplication or Synergy with PLGSP: Given that SNGP and PLGSP are both broad governance programs, coordination is crucial. However, they both have clear niches. Whereas PLGSP is a government-led framework program focusing on formal capacity development (training curricula, systems like LISA, etc.), SNGP operates more flexibly, often testing approaches and focusing on specific thematic areas (public health, economic policy, etc.). SNGP’s support to inter-governmental coordination (e.g., helping form provincial coordination councils or federal-provincial dispute resolution committees) directly complements PLGSP’s work on institutionalizing such mechanisms.
- One area to watch is training as both programs deliver training to local officials, however as SNGP often channels training through Gandaki Province Training Academy (GPTA) established by PLGSP, this is already largely managed. In Gandaki, for example, SNGP experts contributed to developing curricula for the GPTA on inclusive planning, rather than running parallel training. The risk of overlap can still be managed by regular donor and government coordination (DFAT/TAF coordinate with MoFAGA and PLGSP’s donors).

<b>Table 3. THE ASIA FOUNDATION / DFAT – PLGSP OPTIONS</b>					
Name of Partner Project/Initiative Name(s)	Best Practices Identified	Potential Areas for Synergy with PLGSP	Overlap/Duplication Risks	Entry Points for PLGSP Engagement	Coordination Mechanisms Proposed
Subnational Governance Programme (SNGP)	Use of adaptive programming; facilitation of policy labs for provincial-local dialogue; establishment of Gandaki Province Training Academy; mainstreaming of GESI and climate considerations into provincial/local planning; inclusive planning tools like community scorecards.	Support in building intergovernmental coordination mechanisms; collaboration on inclusive and evidence-based local planning processes; alignment on GESI and climate resilience in governance frameworks.	Possible redundancy in provincial/local capacity building trainings; thematic overlap in GESI and planning support could result in duplicated sessions if uncoordinated.	Partner with SNGP on evidence generation and dissemination through GPTA; integrate inclusive and data-driven approaches into PLGSP training modules; jointly convene policy forums for local governments.	Quarterly joint planning and reflection workshops; shared development of training curricula; establishment of a joint learning hub at the provincial level integrating both PLGSP and SNGP resources.

**5.1.2 SUSTAINABLE USE OF TECHNOLOGY FOR PUBLIC SECTOR ACCOUNTABILITY IN NEPAL (SUSASAN)/YOUNG INNOVATIONS)**

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The SUSASAN/YoungInnovations project in Nepal, which is being carried out by CECI and supported by Global Affairs Canada (GAC), aims to improve service delivery, accountability, and transparency in Nepal's public sector, particularly local governments (LGs). The effort of SUSASAN, which is now carried out by YoungInnovations, focuses on LGs' marginalized communities and leveraging technology, which bridges the divide between the public and local governments. The initiative uses resources, including the Municipality Data Portal, digital communication platforms, and grievance resolution procedures, to enhance public service delivery in collaboration with local governments in 7 provinces and 40 LGs, including Gandaki Province, covering 3 municipalities (Annapurna, Manang Ngisyang, and Waling). It seeks to guarantee that women and other marginalized groups have access to essential services, promote inclusive government, and boost citizen involvement.

- **Presence in Gandaki:** SUSASAN/YoungInnovations assists local governments in utilizing digital technology to enhance service delivery, accountability, and transparency. It has contributed to the development and implementation of digital technologies, including Municipality Data Portals, Electronic Citizen Charters, and Grievance Redressal Systems, which allow local governments to quickly provide services, share information with the public, and resolve grievances effectively. Involving marginalized people, ensuring their access to services, and allowing them to participate in governance processes are all made possible by these resources. The program works closely with LGs like in Syanja to help municipalities integrate and execute e-governance ideas. Through SUSASAN, local governments in Gandaki Province 3 LGs, including Gandaki Rural Municipality, are undergoing promotion of inclusive governance, enhancing operational efficiency, and boosting citizen engagement in decision-making, which are in keeping with the broader goals of PLGSP.
- **Key Activities & Alignment with PLGSP:** SUSASAN/YoungInnovation activities add value to the PLGSP by prioritizing e-government, digital governance, and capacity-building. The creation of digital tools, including Municipality Data Portals, Electronic Citizen Charters, and Grievance Redressal Systems, are SUSASAN's main goals to improve public service delivery, transparency, and citizen involvement. These programs directly promote PLGSP's objectives of enhancing service delivery, strengthening intergovernmental cooperation, and empowering underserved communities via better service access. SUSASAN further supports the PLGSP's goal of institutionalizing instruments for good governance by encouraging participatory and evidence-based planning processes and providing technical assistance to local governments in e-governance.

In addition, through mainstreaming GESI (gender equality and social inclusion) and climate resilience into local planning, SUSASAN and PLGSP are complementary to each other in enabling inclusive governance structures. However, as both programs provide capacity-building services, there may be duplication in training the local governments. Both programs collaborate with the Gandaki Province Training Academy (GTPA) through joint workshops for creating standardized training materials with the perspective of reducing this risk and execution. PLGSP and the SUSASAN project are closely related in terms of improving e-governance, public involvement, and service delivery. Adopting digital solutions such as the Municipality Data Portal, electronic citizen charters, grievance redressal processes, and community scorecards is one of SUSASAN's primary initiatives. These initiatives have a direct influence on the increased accountability and openness of local governments. They also support the PLGSP's mission to guarantee inclusive, efficient institutions and strengthen other local-level governance tools for advancement. Enhancing intergovernmental collaboration and service delivery is the same objective of both initiatives.

In particular, PLGSP's efforts to promote more inclusive and transparent local government align with LG's emphasis on inclusive service delivery and e-communication for the disadvantaged using technologies like SMS and audio-based messaging systems. Additionally, SUSASAN supports the capacity building of local government authorities to maximize the use of online platforms to enhance governing processes and increase public involvement, which is consistent with PLGSP's work on institutional capacity building for local government.

- **Innovations and Lessons:** Some fundamental advancements in e-governance and electronic service delivery have been brought about by the SUSASAN initiative, which has greatly increased accountability, transparency, and public involvement. The most important of these improvements is the establishment of the Municipality Data Portal, which maximizes accountability and openness by compiling government data and making it publicly accessible. Aside from this, the Grievance Redressal System and Electronic Citizen Charters have made it possible to hear residents' voices and act upon them

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quickly. Another important invention that has made communication easier for underserved groups, such as those who are illiterate or blind, is the SMS and audio messaging system.

Additionally, the initiative has made it possible for community scorecards to incorporate data-driven planning and public opinion into local administration. One of the most important lessons learned is the value of adaptive programming, in which the project keeps evolving in response to input and results, ensuring that its instruments and techniques meet the changing demands of the local government and the public. Building inclusive and sustainable governance systems has been viewed as requiring the use of local CSOs to engage the public and produce evidence for policymaking.

Innovations in the province produced positive outcomes. One of the major improvements that has made it easier for local governments in Gandaki to give residents open access to information is the Municipality Data Portal. In addition to giving residents access to basic information like budgets, policy papers, and services, the site also fosters civic involvement by making it easier for citizens to monitor local government performance.

The requirement for adaptive programming—that is, programming that is based on locality and feedback needs—was perhaps the most important lesson learned. For instance, the SMS and voice communications system that was specially created for underrepresented groups worked amazingly well. This method might also be used to reach the visually impaired and uneducated with basic government data, making local governance inclusive.

Furthermore, the Gandaki Province has benefitted from a number of the creative ideas carried out by the SUSASAN initiative. Without a question, one of the best inventions that has allowed local governments to make information publicly available to the public is the Municipality Data Portal. In addition to giving users vital information on policies, budgets, and services, the website promotes public involvement in government by allowing citizens to monitor LG's performance.

The programmatic customization of operations using field-level needs and feedback is one of the lessons learned from the Gandaki Province. For instance, Waling Rural Municipality and other marginalized groups have found great success with phone and SMS messaging technologies.

- **Duplication/Overlap or Synergy with PLGSP:** In terms of strengthening local government, improving service delivery, and inclusively promoting development, the goals of the SUSASAN project and the Provincial and Local Governance Strengthening Programme (PLGSP) are extremely aligned. Both of these initiatives aim to increase openness through digital media and strengthen local government capability; thus, they complement rather than duplicate one another. PLGSP's goal of enhancing LGs' accountability and service delivery is supported by SUSASAN's e-governance initiatives, including the Municipality Data Portal and Grievance Redressal Systems. Local official training is another area where the two programs overlap; PLGSP concentrates on general governance and policymaking, while SUSASAN offers technical help in digital governance.

However, the two programs need to confirm coordination of their training operations through the Gandaki Province Training Academy (GTPA) and joint workshops to avoid duplication. This ensures that resources are used efficiently and that capacity-building activities don't duplicate one another but rather work in tandem to create synergy.

The PLGSP and SUSASAN programs are complementary to one another since they both seek to strengthen local governance and promote transparency. For instance, it has been demonstrated that SUSASAN's voice messaging and SMS for disadvantaged populations make inclusive governance a priority in the PLGSP's objective to promote inclusive local government. Furthermore, PLGSP's goal of enhancing local governments' ability is closely related to SUSASAN's capacity development efforts, which equip local authorities with data-driven planning and inclusion initiatives.

<b>Table 4. SUSASAN/YOUNG INNOVATION – PLGSP OPTIONS</b>					
Project/Initiative Name(s)	Best Practices Identified	Potential Areas for Synergy with PLGSP	Overlap/Duplication Risks	Entry Points for PLGSP Engagement	Coordination Mechanisms Proposed

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Sustainable Use of Technology for Public Sector Accountability in Nepal (SUSASAN)/YoungInnovations	<ul style="list-style-type: none"> <li>- Development of Municipality Data Portals</li> <li>- Use of SMS and Audio Messaging Systems for marginalized groups</li> <li>- Grievance Redressal Systems</li> <li>- Community scorecards for feedback</li> <li>- Electronic Citizen Charters</li> </ul>	<ul style="list-style-type: none"> <li>- Building inter-governmental coordination mechanisms</li> <li>- Collaboration on inclusive and evidence-based local planning</li> <li>- Alignment on GESI and climate resilience in governance frameworks</li> </ul>	<ul style="list-style-type: none"> <li>- Potential redundancy in training for local officials</li> <li>- Thematic overlap in GESI and planning support could lead to duplication if uncoordinated</li> </ul>	<ul style="list-style-type: none"> <li>- Partnering with SUSASAN on evidence generation and dissemination through GPTA</li> <li>- Integrating inclusive and data-driven approaches into PLGSP training modules</li> <li>- Jointly convene policy forums for local governments</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly joint planning and reflection workshops</li> <li>- Shared development of training curricula</li> <li>- Joint learning hubs at the provincial level integrating both PLGSP and SUSASAN/YoungInnovations resources</li> </ul>
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## 5.2 OTHER GANDAKI PROVINCE PARTNERSHIP OPTIONS

Table 5 below provides a more concise summary of the primary partnership options available to the program, to be developed for the main report. The table includes the names of partners, their thematic focus areas, and the organizations involved. Each row is expected to showcase an illustrative project and its implementation status within the province. The table also evaluates alignment with the PLGSP, highlighting innovative approaches, identifying best practices suitable for scaling, and assessing the risk of duplication with existing initiatives. This structure helps guide strategic coordination and maximize impact.

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**Table 5. GANDAKI PROVINCE PARTNERSHIP OPTIONS**

#	Partner Name	Thematic Area	Partner Organization(s)	Illustrative Project	Implementation in Gandaki	Linkage with PLGSP	Innovation	Best Practice for Scaling	Risk of Duplication
<b>Federal Institutions</b>									
	Ministry of Finance (MoF)	PFM and Fiscal Management	.	Nepal Disaster Resilience DPC + Cat DDO (Ongoing) Budget support operation to enhance disaster resilience through fiscal instruments and policy reforms		Fiscal framework alignment	Contingent financing for disaster resilience	Budget tagging for resilience expenditure	Moderate – requires PLGSP policy sync
	Ministry of Women, Children, Senior Citizens Development (MoWCSC)	Health, Education, and Nutrition		WFP School Meal Programme Mid-day meal program targeting ECD to Grade 6 in rural districts, nutrition-linked with education outcomes.		Indirectly via service delivery	systems Nutrition education service integration	School-based food security systems	Low – strong operational structure
	Ministry of Physical Infrastructure Transport (MoPIT)	Infrastructure Planning and Management		Infrastructure Project Bank and Planning (In Development) Development of centralized digital platform for managing and tracking all infrastructure projects with planning alignment.		Overlaps in infrastructure planning at local level	Web-based infrastructure project bank	Multi-tier digital project tracking systems	Moderate – needs harmonization with federal tools
	Ministry of Agriculture Livestock Development (MoALD)	Agriculture and Livelihoods		Digital Agriculture and Irrigation Development Promotion of agri-infrastructure, apps, and digital systems for crop monitoring and service delivery.		Indirectly via service delivery	App-based service delivery to farmers	Public-private extension and irrigation tech	Moderate – overlaps with federal schemes
	Public Service Commissions (PSC)	Human Resources and Recruitment		Provincial Civil Service Reform Support to merit-based recruitment and training for provincial civil service cadres in line with federal guidelines.		Coordination on HR policy and training	Unified provincial recruitment standards	Integrated HR systems between PG and LGs	Low – clear mandate
	European Union	Federalism, Education, and Nutrition		Support to Federalism and MSNP Phase III Sector Budget Support to strengthen federal structures and improve service delivery in education and nutrition through MSNP.		Aligned on federalism and decentralization	Budget support linked to performance in federal reforms	Multi-sector budget support with joint indicators	Low – embedded in government systems

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	DFAT	Subnational Governance		Subnational Governance Programme (SNGP) Phase II Supports local governance strengthening, planning, budgeting, and intergovernmental coordination.		Complements programming at the local level	Inter-governmental fiscal alignment	Joint planning and budgeting units with LGs	Moderate – overlaps if not coordinated with PLGSP
	Norwegian Government	Education, Gender, food and nutrition security	UNDP, SAHAS	Support to School Education Sector Plan (SESP) Contributes to inclusive, quality education with a focus on girls' education and federalism support. Energy to food project		Sectoral but aligned with decentralized delivery Integrated Periodic Plans (PPs)	Gender-responsive school financing Climate Smart Entrepreneurship	Education budget tagging for equity Climate Investment Plan for Agriculture Sector	Low – in JFA mechanism moderate duplication in DRRM and CCA policy frameworks
	Swiss Development Cooperation (SDC)	Revenue and PFM Reform		Revenue Administration Support (RAS III) Support to subnational revenue and fiscal reform, including tax systems and PFM strengthening.		Links on PFM systems	Subnational tax system digitization	integrated tax and financial systems across levels	Moderate risk if uncoordinated with MoFAGA
	World Bank	Disaster Resilience, PFM, Infrastructure		Disaster Resilience DPC + Cat DDO / ACCESS Budget and infrastructure projects focused on disaster resilience, connectivity, and fiscal management.		Overlaps in fiscal space and infrastructure policy	Contingent financing + regional transport link	Cat DDO as fiscal buffer model for provinces	Moderate— requires strategic sync
	Asian Development Bank (ADB)	PFM, Infrastructure, Trade		PFM & Customs Reform / Public Investment Management Supports implementation of devolved PFM systems, logistics/customs reforms, and public investment performance improvement.		Overlaps on PFM and planning	Customs and investment reform at SNG level	Performance-linked investment implementation TA	Moderate – with other PFM projects
	UNDP	Governance, Justice, Preparedness		Access to Justice / SUPER / Parliament Support Multiple streams including legal empowerment, disaster preparedness (SUPER), grievance systems and provincial assembly support.		Governance, demand-based enterprises, Legal aid, Earthquake preparedness, institutional capacity	Integrated governance and justice model	Link grievance redress to digital governance	Low – strong alignment with PLGSP

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	UNICEF	Child Rights, Nutrition, WASH, Education		Suaahara II / Child-Centric Programming Multi-sectoral programming supporting health, education, WASH and child protection through local governance.		Linkage through decentralized service delivery	Child-focused integrated governance services	WASH + Education + Nutrition convergence	Low – fits service delivery model
	UN Women	Gender Equality and Social Inclusion (GESI)		Gender Responsive Governance and Budgeting Support GESI integration in governance, budgeting, and local planning processes.		GESI mainstreaming	Gender budgeting in provincial systems	Institutionalized GESI focal points with budget power	Low— complementary to PLGSP GESI strategy
	International Organization for Migration (IOM)	Disaster Risk and Migration Governance		SIKAI – Institutional Knowledge for DRM Strengthening DRM capacity at the local/provincial level through institutional knowledge systems.		Overlaps on disaster response systems	Localized DRM data and coordination systems	Provincial disaster platforms	Moderate – overlaps with MoHA DRR roles
	World Food Programme (WFP)	Food Security, Education, Nutrition		School Feeding Programme (Food for Education) Food distribution, nutrition education, and capacity building for schools in rural Gandaki.		Indirectly supports MoSD delivery	Integrated nutrition and education delivery	Food-for-education linked to local agriculture	Low – institutionalized via MoSD
	FAO	Agriculture and Food Systems		Agri-Food System Resilience Projects Capacity development for local governments in agriculture, including value chain, policy support, and data systems.		Relevant to MoA systems at local level	Food systems and value chain governance	Provincial agri-data systems + PPP platforms	Moderate – risk with parallel MoA initiatives
	WHO	Health governance policies, NCD and EPI	PGs, LGs	Provincial Health policies, NCD, EPI		Low-Relevant to MoSD with PGs, LGs service delivery	Health system governance,	Provincial service delivery on non-communicadiseases , Expanded programme on immunization	Low– risk parallel with MoSD initiatives
	ILO	Climate change, information economy, Child labor	MoSD, SAHAS	Climate strategy, community engagement and economic sustainability		Medium-CCA policies, community engagement	Climate governance	integrated approachCommunity engagement	Low-risk MoSD, LGs
<b>Provincial Institutions in Gandaki Province</b>									

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	Gandaki Province Training Academy (GPTA)	Training and Capacity Building	LGs, PG of Gandaki	Cluster-Based Training & Curriculum Development KPTA provides training to local officials, partners with academic institutions and central training agencies to develop curriculum and deliver provincial training	All the LGs and , PG Gandaki	Strong- linkage given delivery of PLGSP through training modules	Demand-based, decentralized training modules	Inter-provincial training community of practice	Low – fills clear niche in the training landscape
	Ministry of Finance Affairs (MoFA)	Economic Policy and Investment		Provincial Economic Development Planning (Planned) Supports economic planning, budget formulation, and provincial investment forums for resource mobilization.		Indirectly- Coordinates on planning systems	Public-private investment forums	Joint venture-based financing of provincial growth hubs	Low – tailored to provincial strategy
	Ministry of Social Development, Youth and Sports (MoSDYS)	Health, Education, Nutrition, Youth, Sports		Provincial youth empowerment, health, sports, and cultural preservation. It provides technical training, scholarships and supports youth parliament and entrepreneurship programs		Indirectly via service delivery systems	Nutrition-educaservice integration	School-based food security systems, disability inclusions	Low—strong operational structure
	Ministry of Physical Infrastructure Development and Transport Management (MoPIDTM)	Infrastructure Planning and Management		Infrastructure Project Bank and Planning (In Development) Development of a centralized digital platform for managing and tracking all infrastructure projects with planning alignment.		Overlaps in infrastructure planning at local level	Web-based infrastructure project bank	Multi-tier digital project tracking systems	Moderate – needs harmonization with federal tools
	Ministry of Agriculture, Land Management and Cooperatives (MoALMC)	Agriculture and Livelihoods		Digital Agriculture and Irrigation Development Promotion of agri-infrastructure, apps, and digital systems for crop monitoring and service delivery.		Indirectly via service delivery	App-based service delivery to farmers	Public-private extension and irrigation tech	Moderate – overlaps with federal schemes
	Provincial Public Service Commissions (PPSC)	Human Resources and Recruitment		Provincial Civil Service Reform Support to merit-based recruitment and training for provincial civil service cadre in line with federal guidelines.		Coordination on HR policy and training	Unified provincial recruitment standards	Integrated HR systems between PG and LGs	Low – clear mandate
<b>Bilateral/Multilateral Development Partners in Gandaki Province</b>									

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	FAO	Agroforestry, Watershed Management, Sustainable Livestock Farming	MoALM AC, MoFE, Forest Farm Facility, Forest and Farm Producer Organization, LGs	Sustainable agroforestry and livestock programs	Gandaki Province	Strengthening local governance through sustainable livelihoods and environmental management	Innovative agroforestry and sustainable livestock farming models	Expanding through local cooperatives and government collaboration	Low-ensure plan with MoALMC
	IOM	Migration Management, Community Support	MoHA, MoFAG A, OPDs, CBM Global, LGs	Migration policy improvement and support for vulnerable communities, Climate change, Disaster response	Gandaki Province	Supports migration governance, disaster response and integration of vulnerable communities	Migration management, disaster response with focus on inclusive practices	Strengthening through local community-based migration programs	Medium chances of duplication UNDP, MoHA, NDRRMA
	UNDP	Green Job Creation, Climate Finance, Sustainable Livelihood	MoFAG A, OCMCM, PGs, LGs, MoLJPA, AEPC, LIBIRD, WFP, ICIMOD	Green jobs and climate-smart agriculture projects	Gandaki Province	Strengthening governance through green job creation and climate action	Green job creation and water conservation for sustainable livelihoods	Internalizing through local government and private sector partnerships	Low-Strong alignment with PLGSP, works with LGs
	UNFPA	Health, Gender Equality, GBV Prevention	MoHP, DoHS, Health Institutions, LGs, PGs	GBV prevention and reproductive health services	Gandaki Province	Reinforces health and gender governance through GBV prevention	GBV prevention integrated with reproductive health services	Expediting through collaboration with local health institutions and NGOs	Low- coordination work with MoSDYS, MoH, LGs
	UNICEF	Health, Nutrition, Child Protection	MoHP, MoEST, MoWCS C, LNGOs/ CBOs, LGs, Educational	Child protection, health, and nutrition programs	Gandaki Province	Consolidation of local service delivery in health, nutrition, and child protection	Multi-sector approach integrating health, education, and protection	Extending through local health systems and educational institutions	Low-align with service delivery

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			Institutions						
	UN Women	Education, Climate Change Resilience	MoWCS C, MoFAG A, NGOs, Private Sectors, LGs, UN Agencies	Climate change resilience and education programs	Gandaki Province	Holds climate resilience and education governance	Climate-smart education programs and gender equality initiatives	Expanding through local education institutions and NGOs	Low-contribute to the PLGSP GESI strategy
	WFP	Disaster Risk Reduction, Food Security, Climate Resilience	MoALD, LNGOs, FAO, UNICEF, Local Farmers Groups, CBOs, Educational Institutions, LGs, MoSDYS YS	Community-based disaster risk reduction and food security projects	Gandaki Province	Establishment of disaster resilience and food security at the local level	Community-based disaster risk reduction programs	Strengthening through local farmers groups and government collaboration	Low-collaborate with MoSDYS and institutionlize
	WHO	Health Promotion, Vaccine Preventable Disease Surveillance	MoHP, DoHS, Health Institutions, UNFPA, UNICEF, LGs, PGs, Educational Institutions	Routine immunization and surveillance programs	Gandaki Province	Strengthens health governance and service delivery through immunization programs	Vaccine-preventable disease surveillance and routine immunization	Backing through local health institutions and community health workers	Low-ensure MoSDYS, MoH initiative to strengthen
<b>Non-Governmental Organizations Operating in Gandaki Province</b>									
	Community Action Nepal UK	Community Health, Education, Income Generation, Construction	LGs, Gandaki Province, INF	Health, education, and income generation programs	Gandaki Province	Strengthens governance through community-	Community mobilization for health and education services	Backing through local partnerships and grassroots initiatives	Low-work with LGs, align with annual plan of LGs

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						driven health and education			
	CRS	Livelihood, Shelter, WASH	LGs, LNGO, MoSD	Livelihood support and WASH initiatives	Gandaki Province	Links to strengthening governance and service delivery in livelihoods and WASH	Integrated livelihood and WASH programs	Maintaining through local community groups and government collaboration	Low-collaboration with like-minded stakeholders, LGs
	Ecpat	Child Protection	LGs, LNGO, MoSD	Child protection and advocacy	Gandaki Province	Uphold child protection governance	Focus on child rights and protection through advocacy programs	Expanding through local NGOs and government integration	Low-works with LGs, MoSDYS
	Fairmed	Health	LGs, LNGO, Health Institutions	Health system strengthening and emergency response	Gandaki Province	Strengthens health governance and service delivery	Health systems strengthening and emergency health interventions	Propagating through local health institutions and MoSD collaboration	Low-ensure LGs, civil society and operation and management committee of HP
	Felm	Community Development, Health, Livelihood, WASH, Education	LGs, LNGO, MoSD	Community development and health interventions	Gandaki Province	Supports governance in community development and service delivery	Holistic community health and education programs	Extending through local government and community involvement	Medium-engaged students, outreach services, health institutions
	FHI 360	Civil Society, Health and Nutrition	LGs, LNGO, MoSD	Health and nutrition programs	Gandaki Province	Enhances governance through health and nutrition service delivery	Integrated civil society and health-based initiatives	Scaling through collaboration with local NGOs and health providers	Low-ensure health facility operation and management functional
	Good Neighbors	Community Development, Reconstruction	LGs, LNGO, MoSD	Community development and reconstruction projects	Gandaki Province	Strengthens local governance through community development	Post-disaster community reconstruction and development	Sustaining through local government and community partnerships	Low-coordination with LGs, align with project bank

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	Heifer	Livelihood, Agriculture, Food Security, Women Empowerment	LGs, LNGO, MoSD	Agricultural support and women's empowerment	Gandaki Province	Maintained local agricultural governance and livelihood systems	Livelihood support and women's empowerment through agriculture	Entraining through local cooperatives and agriculture-focused NGOs	Low-Need synchronization with FAO, WFP, UNDP, MoSDYS
	Helen Keller	Integrated Nutrition (Health, WASH, Agriculture, Governance)	LGs, LNGO, MoSD	Integrated nutrition and health programs	Gandaki Province	Supports health and nutrition governance	Integrated health and nutrition governance approach	Mounting through health institutions and community health programs	Medium requires coordination with LGs, MoH, MoSDYS
	HelpAge International UK-Nepal	Old People Focused CBDRM	LGs, LNGO, MoSD	Community-based disaster risk management for elderly people	Gandaki Province	Supports governance and service delivery for elderly care	CBDRM focused on elderly populations	Scaling through local elderly care programs and disaster preparedness	Low-collaboration with LGs, MoSDYS
	Humanity & Inclusion	Resilient Livelihoods, Health & Rehabilitation, Inclusive Education	LGs, LNGO	Livelihoods support and inclusive education for disabled people	Gandaki Province	Strengthens governance through disability inclusion and health services	Integrated rehabilitation and inclusive education programs	Scaling through local NGOs and community-based organizations	Low-Work closely with MoSDYS
	IDE	Agriculture Productivity, Market Access	LGs, LNGO, MoSD	Agricultural productivity and market access support	Gandaki Province	Supports agricultural governance and supports market linkages	Market access programs integrated with agricultural development	Expanding through agricultural cooperatives and market platforms	Medium-requires coordination ALMAC, UNDP projects, FAO, WFP
	IM Swedish Dev Partner	Agriculture, Economic Inclusion	LGs, LNGO, MoSD	Economic inclusion through agricultural development	Gandaki Province	Strengthens local governance by improving agricultural livelihoods	Integrating economic inclusion with sustainable agriculture	Facilitating through local government and agricultural cooperatives	Low-Align with LG, MoALMAC
	INF	Health & Disability	LGs, LNGO	Health and disability services	Gandaki Province	Establishes health governance by focusing on disability inclusion	Inclusive health services for disabled populations	Connecting through local health systems and disability-focused NGOs	Low-LGs program align with health
	IPAS	Reproductive Health, Safe Abortion	LGs, LNGO	Reproductive health and safe abortion services	Gandaki Province	Strengthens reproductive health	Comprehensive reproductive health services integrated with local systems	Maintaining through local health centers and	Low-Multipartners coordination, MoH

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						governance and access to services		community outreach	
	Kidasha	Child Protection	LGs, LNGO, MoSD	Child protection programs	Gandaki Province	Holds governance in child protection and welfare	Community-based child protection and advocacy	Expanding through local government and child welfare organizations	Low-Coordination with MoSDYS and LGs
	LWF	DRR, Livelihood, Community Development, Governance	LGs, LNGO, MoSD	Disaster risk reduction and community livelihood support	Gandaki Province	Links to strengthening governance and community-based service delivery	Community-based disaster resilience and livelihood programs	Establishing through local communities and government collaboration	Medium-requires synchronization with UNDP projects
	LWR	Agriculture, DRR, Climate Change Adaptation (CCA)	LGs, LNGO, MoSD	Agricultural support and climate change adaptation programs	Gandaki Province	Strengthens local governance through DRR and CCA initiatives	Climate-resilient agricultural practices and DRR systems	Proceeding through local farmers' cooperatives and NGOs	Low-alignment with the strategic plan of the LGs
	Mercy Corps	DRR, CCA, Economic Development	LGs, LNGO, MoSD	Economic development and disaster resilience programs	Gandaki Province	Links to strengthening local governance through economic development and resilience	Economic development integrated with disaster resilience	Extending through local partnerships and community-driven programs	Medium-align with the LGs, LEOCc, DEOC
	Nick Simons Foundation	Health	LGs, LNGO, MoSD	Health programs in remote and underserved areas	Gandaki Province	Strengthens health governance and access to health services	Health system strengthening through local partnerships	Developing through local health institutions and remote health services	Low-Collaboration with Health Institutions
	PSI	Reproductive Health	LGs, LNGO	Reproductive health programs	Gandaki Province	Supports reproductive health governance and access to services	Reproductive health and family planning programs	Establishing through local health systems and community-based outreach	Low-align with MoH
	Room to Read	Education	LGs, LNGO	Education support for marginalized children	Gandaki Province	Strengthens local governance and education service delivery	Community-based education programs integrated with schools	Proceeding through partnerships with local educational institutions	Low-Coordination with MoSDYS

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	Swiss Contact	Skill Development, Climate-Smart Economy, Enterprise Promotion, Sustainable Tourism	LGs, LNGO, PG	Skill development and promotion of sustainable tourism	Gandaki Province	Links to economic development, skill-building, and sustainable livelihoods	Climate-smart economy and sustainable tourism development	Enhancing through local communities, businesses, and government	Low-Coordination, collaboration with GPTA
	The Asia Foundation	Governance, Public Satisfaction, Remittances Studies	LGs, LNGO, PG	Governance studies and public satisfaction initiatives	Gandaki Province	Strengthens governance through public opinion and governance research	Public satisfaction and governance reform based on evidence	Improving through government agencies and research-based policies	Medium-Synchronize with PLGSP
	WaterAid	WASH	LGs, LNGO, MoSD	Water, sanitation, and hygiene programs	Gandaki Province	Holds governance in WASH service delivery	Integrated WASH programs with community-based governance	Improved through local WASH initiatives and government collaboration	Low-closely work with MoEWR AWS
	World Vision	Education, Local Governance, Youth Development	LGs, LNGO	Youth and community development programs	Gandaki Province	Links local governance through youth empowerment and education	Youth-led community development and education programs	Establishes through local youth groups and educational institutions	Low-Coordinate with MoSDYS
	WWF	Biodiversity Conservation, Climate Change Adaptation	LGs, LNGO	Biodiversity conservation and climate change adaptation programs	Gandaki Province	Supports governance in environmental conservation and sustainable development	Community-based biodiversity conservation programs	Expanding through local conservation programs and government support	Low-ensure MoFE synchronize UNDP projects
	Save The Children	Education, Health, Child Protection	LGs, LNGO, MoSD	Health and education programs for vulnerable children	Gandaki Province	Strengthens governance in child protection, health, and education	Integrated child protection, health, and education programs	Proceeding through local partnerships and community-driven initiatives	Low-requires MoSDYS institutionalize

## 6. BEST PRACTICES FOR SCALING

Table 6 summarizes possible best practices derived from the identified partnership options in the Gandaki Province mapping. These practices are organized by thematic areas and are designed to support sustainable, inclusive, and coordinated local development efforts. These can be integrated into the PLGSP program.

<b>Table 6. BEST PRACTICES IDENTIFIED FROM THE FIELD</b>	
Thematic Area	Upgraded Best Practice for Scaling
Inter-Governmental Coordination	Establish formal Shared Services Agreements (SSAs) supported by Intergovernmental Coordination Units (ICUs) and digital platforms to align service delivery mandates and budgets.
Infrastructure	Co-develop multi-stakeholder infrastructure platforms for joint planning and funding, integrating LG-PG-INGO resources with real-time tracking.
Health and Education	Adopt cross-jurisdictional shared health and education service delivery models with pooled investment and shared digital platforms for outreach and monitoring.
Economic Development	Institutionalize inter-municipal economic zones and business incubation hubs jointly managed by PG and LGs to drive SME growth.
Disaster Risk Management	Operationalize three-tier DRM coordination platforms involving PG, LGs, and NDRRMA with integrated contingency planning and budget tagging.
Environmental Sustainability	Co-implement climate-smart community-based projects with shared environmental performance indicators and citizen reporting tools.
Capacity Building	Expand province-led, cluster-based modular training through SPRTA and PCGG, with demand-driven course design and digital learning options.
Provincial OCMCM Action Centers	Replicate the PMO prototype by establishing tech-enabled provincial Action Centers for real-time coordination, planning, and performance monitoring.
Policy Harmonization	Hold periodic inter-tier policy summits to align sectoral priorities, fiscal frameworks, and legislative timelines across government levels.
Funding and Resource Mobilization	Launch blended finance mechanisms through project banks, combining LG, PG, and donor investments in priority sectors.
Public Awareness & Community Voice	Institutionalize civic scorecards, public hearings, and community monitoring platforms like CivActs to enhance feedback and transparency.
Agriculture and Livelihoods	Promote contract farming and cooperative models linked to agri-tech platforms and supported by joint academic-INGO technical units.
Digital Literacy and Innovation	Develop province-wide digital skill programs in partnership with universities and incubators; integrate e-governance into school curricula.
Governance and Accountability	Mainstream participatory M&E systems across tiers using common KPIs, social audits, and peer reviews to drive accountability.
Social Inclusion	Implement participatory budgeting and planning protocols that prioritize women, youth, elderly, and marginalized groups with embedded GESI indicators.
Urban Planning and Tourism	Integrate cultural heritage and eco-tourism into periodic and master plans, with climate-smart urban infrastructure design standards.

## **7. SUGGESTED PROVINCIAL TA**

The capacity assessment of Gandaki Province identified deep-rooted and systemic deficiencies across intergovernmental coordination, digital governance, performance monitoring, fiscal decentralization, and inclusive service delivery. Fragmentation between tiers of government, underutilized digital systems (e.g., Project Bank, GIOMS), weak HR structures, and ad hoc planning processes severely limit policy coherence and institutional accountability.

To address these interconnected bottlenecks, two strategic Provincial Technical Assistance (TA) positions are proposed under PLGSP Phase II. Each role targets foundational systems necessary to realize constitutional mandates at the provincial and local levels and to institutionalize best practices across planning, PFM, HR management, and governance performance. These TA positions are envisioned not as parallel structures, but as embedded catalytic roles designed to build durable capacity in provincial institutions and their linkages with local governments.

### **TA POSITION 1: STRATEGIC PLANNING AND DIGITAL GOVERNANCE ADVISOR**

**Objective:** To bridge planning fragmentation by strengthening digital planning systems, integrating development databases, and enabling real-time inter-tier performance management.

#### **Key Responsibilities:**

- Deploy interoperable e-planning systems that link PG, LGs, and Federal data portals (GIOMS, Project Bank, GEOMIS).
- Operationalize the Provincial Project Bank and integrate it with GIS-based development monitoring.
- Strengthen provincial digital architecture through GIOMS/DMS/Document Archive platforms with MoICT and DoIT.
- Build planning capacity within OCMCM and PPC to institutionalize results-based planning cycles and climate/SDG tagging.
- Coordinate with MoFAGA, GPTA, GIZ, and World Bank to scale existing digital governance tools across ministries and municipalities.
- Develop and deliver digital literacy and system-use training curricula for PG and LGs via GPTA.

### **TA POSITION 3: INTERGOVERNMENTAL COORDINATION AND INSTITUTIONAL PERFORMANCE LEAD**

**Objective:** To address the breakdown in IGR functionality, enhance policy alignment, and institutionalize whole-of-government performance systems.

#### **Key Responsibilities:**

- Establish regularized platforms for coordination (PDAC, PCC, IPCC) and develop operating procedures with OCMCM and PPC.
- Institutionalize performance monitoring tools (LISA/FRA/LED) and develop a unified digital M&E dashboard across sectors.
- Support OCMCM to create an “Action Room” (like Hello CM) for real-time policy tracking and citizen feedback integration.
- Strengthen IGR systems with SOPs for vertical collaboration and support harmonization of periodic plans between PG and LGs.
- Design mentoring frameworks for LG elected reps and PG officials (including joint team-building modules with GPTA).
- Coordinate policy summits and feedback mechanisms (e.g., public hearings, civic scorecards) across vertical tiers.

