



Ministry of Federal Affairs and General Administration (MoFAGA)
Provincial and Local Governance Strengthening Programme (PLGSP)

5th Technical Assistance Committee Meeting (hybrid mode) Minute

Meeting Date: 13 April 2026

Meeting Chaired by: Mr. Dilaram Panthi, Joint Secretary, MoFAGA and National Programme Director, PLGSP

Meeting Co- chaired by: UNDP Nepal

Meeting Convener: Mr. Tirtha Prakash Poudel, Under Secretary, MoFAGA and National Programme Manager, PLGSP

Participation:

In-person (Annex IV): Provincial Programme Directors (Gandaki, Koshi, Lumbini, Madhesh, Sudurpashchim provinces), Representative from Local Government Association, Programme Coordination Unit (PCU) team, Portfolio Analyst, Federalism, UNDP

Through email (Annex I): Development Partners, UNDP

Agenda:

1. Introductory Remarks- Mr. Dilaram Panthi, Joint Secretary, MoFAGA and NPD, PLGSP
2. Presentation on the budget deviations in TTA budget
3. Discussion
4. Decisions

Decisions:

The Technical Assistance Committee (TAC) approved the following proposed budget revisions:

1. Operationalization of One Stop Service Delivery (OSSD) – budget increase from US\$ 20,000 to US\$ 100,000.

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2. ISO Certification and Business Plan Operationalization Support to PRTAs-budget increase from US\$ 23,500 to US\$ 70,000.
3. Two priority studies on Cooperative Federalism and Own Source Revenue (OSR): New activity- Geopolicity (contract extension): US\$ 38,229 and MuAN (and other related activities): US\$ 25,000. The proposed 2026 budget revision reflects a strategic reallocation of savings generated from the reduction and deferment of selected activities, including learning events (reduced from US\$ 65,500), communications (US\$ 21,771 reduced to zero), and civic engagement (US\$ 29,500 reduced to zero), to prioritize OSSD, ISO certification and two studies.

TAC decision included:

4. Sharing of the draft State of Federalism Report with PPDs for a week for review and feedback, subject to which the report will be considered final and will be ready for circulation.

Discussion:

1. Chairing and opening Remarks by NPD:

The meeting was chaired by the National Program Director (NPD), Mr. Dilaram Panthi, who welcomed all TAC members and invitees. He informed the Committee that the meeting was planned and conducted in a hybrid mode and was convened to deliberate on the proposed budget revisions.

The NPD explained that the proposed revisions were driven by the urgency of digitalization priorities, the conduct of two key studies, and requirements related to support for ISO certification. He further shared that, as per prior agreement, the Development Partners had reviewed and already endorsed the proposed activities through email.

The proposed budget revision for 2026 reflects a strategic reallocation of savings generated from the reduction and deferment of some activities (e.g., learning events reduced from US\$ 65,500; communications reduced from US\$ 21,771 to US\$ 0, and civic engagement reduced from US\$ 29,500 to US\$ 0). These savings have been redirected toward high-impact interventions within the available envelope of US\$ 586,100. As a result, allocations for ISO certification and Business Plan operationalization have increased from US\$ 23,500 to US\$ 70,000, while One Stop Service Delivery (OSSD) has been significantly scaled up from US\$ 20,000 to US\$ 100,000 to support full system implementation.

Additionally, US\$ 38,229 has been allocated for two strategic studies on IGR and OSR under the Geopolicity contract extension, complemented by US\$ 15,000 for engagement with MuAN. This reallocation reflects a clear shift from fragmented activities toward focused, implementation-ready, and system-strengthening interventions with higher impact.

Similarly, for the South–South learning exchange visit which is included in the AWP 2026; DPs have requested the preparation of a detailed concept note outlining the objectives, expected outcomes, relevance, and proposed approach for review and formal endorsement.


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2. Remarks from PPDs

The PPDs from various provinces enquired if existing budgets to provinces would be affected by the budget revisions. Upon clarity PPDs approved the revisions.

3. Closing Remarks by NPD:

NPD closed the meeting by announcing the approval of the proposed budget revisions. He also shared that the final draft of the State of Federalism Report is now available, which will be shared with TAC members for review and approval.

4. Annexes

Annex I: Email approval from DPs

From: Wagley Namit EDA WAN <namit.wagley@eda.admin.ch>

Sent: Monday, April 13, 2026 1:44 PM

To: npm@plgsp.gov.np <npm@plgsp.gov.np>

Cc: Kaluwa.vergamota@eeas.europa.eu <Kaluwa.vergamota@eeas.europa.eu>; Julien Chevillard <Julien.chevillard@undp.org>; Binda Magar <Binda.magar@undp.org>; Sewa Shrestha <Sewa.shrestha@undp.org>; Program Director- PLGSP <npd@plgsp.gov.np>; dilarpanthee <dilarpanthee@gmail.com>; tirtha prakash27 <tirtha.prakash27@gmail.com>; Admin Officer- PLGSP <admin.officer@plgsp.gov.np>; kasmira pandey <kasmira.pandey@gmail.com>; Bikash Ranjan Dash <bikashranjan.dash@undp.org>; Prakriti Nepal <prakriti.nepal@undp.org>; shradha.rayamajhi@mfa.no <Shradha.Rayamajhi@mfa.no>

Subject: RE: [EXTERNAL] RE: PLGSP- 5th TAC Meeting Invitation.

Dear NPM Sir,

On behalf of the Development Partners, we would like to begin by acknowledging and appreciating the multiple rounds of constructive discussions held with the PLGSP team throughout this process. This collaborative and consultative approach reflects a strong commitment to joint programming and is very much welcomed.

Thank you for sharing the request to review and endorse the proposed deviations and the revised 2026 PLGSP TTA activity budget. We appreciate the programme's continued responsiveness to contextual shifts and remain committed to supporting timely and effective implementation.

Following our review, **we are pleased to approve the proposed budget revisions** and to endorse proceeding with the time-sensitive and critical activities, including:

- 1.) Operationalization of One Stop Service Delivery (OSSD)
- 2.) ISO Certification and Business Plan Operationalization Support to PRTAs
- 3.) The two priority studies on Cooperative Federalism and Own Source Revenue

This approval is provided on the understanding that the increased allocations for these activities will not compromise the implementation or resourcing of other agreed programme priorities.

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Regarding the South–South learning exchange visit, we note that this activity remains part of the AWP 2026. However, as previously agreed, it requires further clarification to ensure it is strategic, well-targeted, and clearly aligned with PLGSP priorities. We therefore request a detailed concept note outlining its objectives, expected outcomes, relevance, and proposed approach. **We therefore propose that this activity be provisionally approved, subject to subsequent review and formal endorsement at a later stage.**

Finally, for future revisions, we would appreciate receiving a concise explanatory narrative outlining the rationale for any significant shifts or re-prioritization, shared with sufficient lead time to allow for timely and meaningful review and feedback.

We thank you once again for your continued collaboration and commitment.

With best regards,
Nमित Wagley
State Building Advisor

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Swiss Cooperation Office Nepal

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Annex II: Presentation slide of the decisions proposed during the TAC meeting

Endorsement of Action Points

- **Operationalization of One Stop Service Delivery (OSSD)** – budget increase from USD 20,000 to USD 100,000.
- **ISO Certification and Business Plan Operationalization** Support to PRTAs- budget increase from USD 23,500 to USD 70,000.
- Two priority studies on **Cooperative Federalism** and **Own Source Revenue (OSR)**: New activity- Geopolicity (contract extension): USD 38,229 and MUAN: USD 25,000
- [State of Federalism Report- final draft available, will be shared with TAC members for review and approval]


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Annex III: Note for Hybrid TAC Meeting

Subject: Proposed Budget Revision and Deviation Justification for 2026 Activities under PLGSP TTA

This note is submitted for consideration of the Technical Advisory Committee (TAC) through a virtual meeting to seek concurrence on the proposed revision of the 2026 activity budget under the Transformative Technical Assistance (TTA) component of PLGSP. The revision has become necessary after further refining the scope of activities, reviewing contractual and technical requirements, and reassessing the available uncommitted budget for 2026. Out of the total planned envelope of **US\$ 2.83 million** for 2026, **US\$ 2.2439 million** is already committed to salary and administration, GMS+DES, curriculum improvement and business plan development, LG Outreach, strengthening own source revenue, Community of Practice, and civic engagement. This leaves an **available balance of US\$ 586,100** for planning additional activities in 2026.

The proposed revision does not seek to expand the programme beyond the available budget ceiling. Rather, it aims to rationalize and reprioritize planned activities so that resources are directed toward fewer, more strategic, implementation-ready interventions that are aligned with the revised PLGSP results framework and current operational realities. Some activities require an upward revision because the initial Annual Work Plan (AWP) estimates were made before the scopes were fully developed. In other cases, activities are being reduced, postponed, or dropped in order to accommodate higher-priority interventions and ensure realism in delivery. The revised activity package remains within the available amount of **US\$ 586,100**.

Summary of Proposed Deviations

The main deviations between the current AWP provisions and the proposed revised budget are as follows:

- **ISO Certification and Business Plan Operationalization** increases from **US\$ 23,500** to **US\$ 70,000**.
This increase is proposed because the original allocation was not sufficient once the scope was better defined. The activity now needs to cover not only preparatory support, but also technical accompaniment for institutional systems strengthening, quality assurance processes, and operationalisation of the business plans of PRTAs. Since this is directly linked to institutional sustainability and professionalization of PRTAs, an enhanced allocation is justified.
- **Youth Dialogue on Federalism** remains at **US\$ 30,000**.
No financial deviation is proposed. The allocation remains adequate, although the note indicates that the amount includes the associated workshop cost.
- **IGR–NARMIN support** increases from **US\$ 12,500** to **US\$ 15,000**.
The increase is modest and reflects the need for more structured engagement on intergovernmental relations, including technical inputs and coordination support that were not fully captured during initial budgeting.
- **Mid-Term Review (MTR)** remains at **US\$ 51,250**.
No deviation is proposed as the current budget remains appropriate for the expected scope of work. However, the timing of the activity has been carefully sequenced to ensure both quality and utility of the review findings. The MTR is planned to be initiated in 2026, with procurement of the


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consulting firm/experts to be undertaken by UNDP during this period, which typically requires sufficient lead time given standard procurement processes.

The substantive work of the MTR is expected to commence towards the latter part of 2026 (November–December) and continue into the first quarter of 2027. This sequencing is intentional, as it allows the review to be based on a more mature stage of programme implementation, particularly as several key TTA and JFA interventions will have moved from design to early implementation phase by then. Conducting the MTR too early would risk limiting its analytical depth and practical relevance.

The findings, gaps, and recommendations emerging from the MTR are planned to be presented to key stakeholders in the first quarter of 2027, including government counterparts and development partners. This timing is strategic, as it will allow adequate space for reflection, consultation, and incorporation of recommendations into the planning and budgeting cycle for FY 2027/28. In this way, the MTR will serve not just as a compliance exercise, but as a forward-looking strategic tool to refine programme direction and strengthen delivery in the remaining implementation period.

The Terms of Reference (TOR) for the MTR will be developed shortly and shared with stakeholders for feedback, which will further define the scope, methodology, and timelines of the assignment. This consultative approach will ensure that the MTR is aligned with stakeholder expectations and addresses the most critical programmatic and systemic issues.

- **Third Party Monitoring (TPM)** remains at **US\$ 42,000**.
No deviation is proposed as the original allocation remains adequate.
- **One Stop Service Delivery System (OSSD)** increases from **US\$ 20,000 to US\$ 100,000**.
This is one of the most significant revisions. The original allocation appears to have covered only a limited preparatory or conceptual element. After further scoping, it is clear that meaningful implementation of OSSD requires much higher investment for diagnostics, system design, digital integration, process mapping, piloting, and basic institutional readiness support. It is also now plan to connect the LGs with Wards and District Offices. Given PLGSP's strategic emphasis on digitalization and service-delivery reform, this increase is justified.
- **Sectoral Federalism** increases from **US\$ 23,500 to US\$ 30,000**.
The revision is proposed to better support the emerging focus on agriculture and related sectoral coordination challenges, including consultations, technical analysis, and initial design support.
- **Two Studies under Geopolicy Contract Extension** are added as revised activity with **US\$ 38,229** under the Baseline Federalism Contract.
This is an additional activity not foreseen in the original line item. The allocation is proposed to support two strategic studies: one on cooperative federalism and the other on local revenue systems. These studies are directly relevant to PLGSP's strategic positioning, evidence generation, and policy influence agenda and therefore warrant inclusion. As part of strengthening evidence-based policy reform under PLGSP, two strategic studies are being undertaken under the technical leadership of Geopolicy, with complementary engagement from MuAN. These studies focus on Own Source Revenue (OSR) and Intergovernmental Relations (IGR)—two critical pillars of Nepal's federal system where multiple actors are currently engaged, but without sufficient coordination or a unified reform pathway.

The OSR policy brief is particularly important given the growing but fragmented landscape of support in this area. Development partners such as SDC, the EU, and PLGSP are already


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implementing or planning interventions to strengthen local revenue systems. However, these efforts risk remaining siloed without a common framework. The study aims to bring coherence by mapping ongoing initiatives, identifying gaps, and proposing a harmonized national approach to local revenue strengthening. A central element of this work will be close engagement with the Ministry of Finance (MoF) to ensure policy alignment and leadership at the federal level. The policy brief will outline the specific steps required by MoF to guide and standardize OSR reforms—so that all Local Governments, regardless of whether they are supported by government resources or development partners, follow consistent methodologies in areas such as property valuation, revenue administration, digital systems, and compliance mechanisms. Ultimately, this study seeks to move Nepal from fragmented pilots toward a coherent, scalable, and nationally owned OSR reform architecture.

In parallel, the IGR policy brief on cooperative federalism responds to a different but equally critical challenge—the absence of a coordinated and sequenced approach to intergovernmental relations reform. While various institutions and partners have been engaging on IGR-related issues, these efforts have often been ad hoc, uncoordinated, and lacking visibility across stakeholders. This has resulted in duplication, gaps, and missed opportunities for systemic reform. Through this study, PLGSP is attempting to “connect the dots” by consolidating existing initiatives, clarifying institutional roles, and identifying priority areas for action across federal, provincial, and local levels. The policy brief will provide a comprehensive overview of the current status of IGR mechanisms, highlight key bottlenecks, and propose a sequenced roadmap for strengthening coordination platforms, decision-making processes, and accountability mechanisms. It will also outline the specific roles and actions required from different agencies, ensuring that reforms are not only technically sound but also institutionally anchored. Together, these two studies represent a shift from fragmented technical inputs toward strategic, system-wide reform guidance. By anchoring both OSR and IGR reforms in evidence, coordination, and federal leadership, PLGSP is positioning itself to support the Government of Nepal in moving from pilots and parallel efforts to coherent, scalable, and sustainable federal system strengthening.

- **MuAN** will be hired to support the two studies under the baselining federalism with **US\$ 15,000** and under the overall technical leadership of Geopolicity with **US\$ 38,229**. This new provision is justified on the basis of strengthening engagement with Local Government Associations and generating policy-relevant knowledge on municipal issues.
- **Evidence-Based Policy Research** increases from **US\$ 32,250 to US\$ 40,000**. The increase is proposed because the original estimate did not fully reflect the likely scale of engagement required for university partnerships, research support, provincial policy dialogue processes, and related technical backstopping.

On the other hand, the evidence-based policy research initiative under PLGSP is designed with a distinct and longer-term objective—to build and institutionalize research capacity on federalism within Nepal’s provincial ecosystem. Unlike the OSR and IGR studies, which are focused on immediate policy coherence and reform guidance, this initiative aims to work closely with four local universities over multiple years to generate continuous, context-specific evidence on how federalism is evolving across provinces. The approach emphasizes not only research outputs but also capacity development of academic institutions and young researchers.

A key innovation within this initiative is the deployment of Youth Data Ambassadors, who will be drawn from university students and young researchers. These ambassadors will play a central role in collecting field-level data from Local Governments, undertaking analysis, and contributing to policy briefs and research reports. This hands-on engagement will significantly enhance their


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research skills while ensuring that provincial decision-making is informed by real-time, grounded evidence. The research outputs generated through this process will directly support provincial governments in addressing emerging governance challenges and will also feed into national-level policy discourse, thereby strengthening vertical knowledge flows within the federal system. Importantly, this initiative also responds to the growing need to engage and inform young people on federalism, particularly in the context of the recent Gen Z-driven civic discourse, which highlighted gaps in awareness and understanding of federal governance systems. By working with universities, PLGSP aims to support the development of structured academic curricula and learning modules on federalism, tailored especially for youth. This will help build a more informed generation that not only understands federalism but can actively contribute to its evolution through research, dialogue, and innovation.

Overall, this initiative represents a shift from one-off studies to building a sustainable ecosystem of research, learning, and policy engagement, where universities, youth, and governments are connected through continuous evidence generation and application.

- **Workflow Automation** remains at **US\$ 20,500**.
No deviation is proposed. The original budget remains intact. Three activities such as HRMIS, e-office and interoperability platform are planned under this.
- **Learning and Exchange Events** are reduced from **US\$ 65,500 to US\$ 43,250**.
This activity is proposed to be deprioritized for 2026. The rationale is that, given the limited available budget, resources should be focused more on implementation-oriented and system-building interventions rather than on broader learning or exchange events that may have lower direct reform impact at this stage.
- **Sensemaking workshop for review/planning** is reduced from **US\$ 35,500**.
The sensemaking workshop has been planned for the review and planning for the above budget. This is a new allocation aimed at operationalizing PLGSP's portfolio approach. The workshop is intended to support adaptive management, strategic reflection, and course correction, which are increasingly important in the reprogrammed phase of PLGSP.

Unlike regular review or coordination meetings—which are typically focused on progress reporting, activity tracking, and compliance, the sensemaking workshop will adopt a structured, participatory, and analytical approach to understanding system-level changes and emerging patterns. The process will bring together provincial and local stakeholders, along with TAs and partners, to collectively reflect on evidence generated through the PLGSP MIS, capacity assessments, State of Federalism indicators, and field-level experiences. The workshop will be designed around facilitated group work, thematic deep-dives, and portfolio mapping exercises, where participants will identify what is working, what is not, and why. It will also help uncover interlinkages across different reform areas (e.g., PFM, digitalization, IGR, GESI) and assess how individual interventions are contributing to broader systemic outcomes. This approach enables stakeholders to move beyond isolated activity-level discussions and instead focus on patterns, bottlenecks, and leverage points within the federal governance system. This is particularly relevant for the portfolio approach, which requires continuous learning, iteration, and adaptation based on real-time evidence and system feedback. The sensemaking exercise will therefore serve as a critical bridge between data and decision-making, ensuring that programme adjustments are informed by collective intelligence rather than fragmented reporting. It will also support prioritization, sequencing reforms, and alignment of provincial and federal efforts—addressing one of the key challenges identified in PLGSP implementation.


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In this context, the workshop is not an additional meeting, but a core management tool for operationalizing the portfolio approach, enabling PLGSP to transition from activity-based implementation to dynamic, evidence-driven programme management

- **Communications/KM** first line remains at **US\$ 17,000**.
No change is proposed for this portion.
 - **Second Communications/KM line** is reduced from **US\$ 21,771 to US\$ 0**.
This reduction is proposed to consolidate communication-related spending and avoid fragmentation. Essential communication support can continue through the retained allocation.
 - **GESI Leadership (Inclusive Bottom up planni)** remains at **US\$ 17,500**.
No deviation is proposed.
 - **Civic Engagement (strengthening bottom-up planning process)** is reduced from **US\$ 29,500 to US\$ 0**.
This activity is proposed for deferment to the next financial year, not due to its lack of importance, but as part of a deliberate effort to sequence interventions and avoid duplication while maximizing impact within limited resources. Civic engagement and strengthening bottom-up planning remain central to PLGSP's mandate; however, a significant portion of this agenda is already being addressed through complementary programme streams under the Joint Financing Arrangement (JFA), including UNDP-supported civic engagement initiatives that are currently under implementation.
- In addition, the Local Government Outreach initiative through Young Federalism Fellows (YFFs)—which is being rolled out across selected provinces—will directly contribute to strengthening participatory planning processes at the local level. Once deployed, the Fellows will work closely with Local Governments to facilitate citizen engagement, participatory planning, and feedback mechanisms, thereby operationalizing many of the intended outcomes of this activity in a more embedded and continuous manner rather than through standalone interventions. Given these parallel and already operational mechanisms, allocating additional dedicated resources for a separate civic engagement activity in 2026 may lead to overlap and fragmentation of efforts. Therefore, this activity has been strategically postponed to the next financial year, allowing PLGSP to first leverage, learn from, and consolidate ongoing interventions. This sequencing approach will ensure that future investments in civic engagement are better informed by field-level experience, more targeted, and aligned with a scaled, system-wide model of participatory governance.
- **International Best Practice for Evidence-Based Policy Research** is reduced from **US\$ 40,000 to US\$ 0**.
It has also been indicated that **US\$ 30,000 is planned in 2027 and may be brought back if required**. This suggests postponement rather than cancellation. The deviation is justified as a sequencing measure, allowing 2026 resources to prioritize domestic implementation and foundational research partnerships first.
 - **Mobile Team Support** is kept at **US\$ 17,000**.
This budget is envisioned role of mobile teams in providing targeted, demand-based, field-level support to TTA and JFA activities. Once the operational scope was better understood, the original allocation proved inadequate. This increase is justified given the importance of implementation


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support at subnational level and the likely role of mobile teams in unlocking results from other interventions.

Overall Justification

Overall, the deviations are driven by five main factors. First, several original budget estimates were made before the activities were fully scoped, and therefore underestimated actual implementation requirements. Second, PLGSP is intentionally shifting away from a fragmented spread of smaller activities toward fewer, more strategic and higher-impact interventions. Third, some activities such as OSSD, ISO certification, evidence-based policy research, and mobile team support have emerged as more implementation-ready and central to the programme's reform mandate. Fourth, certain lower-priority or less time-sensitive items such as learning events, review workshops, and international best-practice exposure have been postponed or dropped to remain within the available ceiling. Fifth, new activities such as the Geopolicity studies, MuAN studies, and sensemaking workshop are being introduced because they respond to current strategic needs that were not fully anticipated during the original planning stage.

Financial Position

The revised total for the proposed activity package is **US\$ 586,100**, which matches the available uncommitted balance for 2026. This means the proposed revision is fiscally contained and does not require additional resources beyond the currently available envelope.

Decision Requested from TAC

The TAC is requested to review and endorse the proposed deviations and revised activity budget for 2026 so that PLGSP can proceed with the necessary budget revision and initiate timely implementation of the prioritized activities through appropriate procurement and management arrangements.


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Table 1: Showing the actual budget and the deviations

Total Fund	2.8 mio
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Items	Committed 2026	Remarks
Salary and admn	1,620,812	
GMS+DES	246,588	
Curriculum Improvement and BP Development	43,000	
LG Outreach (through Young Federalism Fellows)	150,000	
Strengtheing OSR of LGs	72,500	
Institutionalising Community of Practice	60,000	
Institutionalising Civic Engagement	51,000	
Committed TOTAL	2,243,900	
Total planned 2026	2,830,000	
Available Budget for Activities 2026	586,100	

Proposed activities for 2026 as per the approved AWP	As per current plan 2026	Deviation/ proposed	As per the proposed budget revision
ISO Certification and BP Operationalisation	23,500	46,500	70000
Youth Dialogue on Federalism (MC)	30,000	-	30000
IGR-(Other planned activities and NARMIN-MC)	12,500	12,500	25000
MTR	51,250	21,250	30,000
TPM	42,000	(7,000)	35,000


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	20,000	80,000	100000
Sectoral federalism	23,500	6,500	30000
Two Studies (Geopolicy contract extension)	-	38,229	38,229
MUAN (two studies-25000 USD) and policy dialogue and cocreation workshop	-	25,000	25,000
Evidence based policy research	32,250	7,750	40000
Workflow automation	20,500	12,121	32,621
Learning & Exchange events	65,500	(22,250)	43250
Sensemaking workshop for Review/Planning	35500	-	35,500
Communications/KM	17,000		17,000
Communications/KM	21771	(21,771)	0
GESI Leadership (Inclusive Bottom-Up Planning Process)	17,500	-	17,500
Civic Engagement (strengthening bottom up planning process)	29500	(29,500)	0
International best practice (for the evidence based policy research)	40000	(40,000)	0
Mobile Team Expert Support (linked to LG Outreach and approved PASIBs and APSIB)	17,000	-	17,000
Grand Total	499,271	129,329	586,100


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सङ्घीय मामिला तथा सामान्य प्रशासन मन्त्रालय
नेपाल सरकार

प्रदेश तथा स्थानीय शासन सवलीकरण कार्यक्रम (PLGSP)

Fifth TAC Meeting

दिनांक: २०७३/१५/३०

स्थान: महा सचिवालय, काठमाडौं ।

समय: बिहान ९:०० बजेदेखि

उपस्थिति

क्र.सं. (S.N.)	नाम, शेर (Name)	पद (Designation)	निकाय (Organization)	फोन नं. (Contact Number)	हस्ताक्षर (Signature)
१	श्री विमला देवी	सह-सचिव, राष्ट्रिय राष्ट्रिय कार्यक्रम निर्देशक, NID	MOSAGA, PLGSP		
२	श्री विमला देवी	सह-सचिव	OPMCM		
३	प्रायोजनिका	प्रेस सचिव	Lawhimi		
४	शुभाकार शर्मा	१.	Lawhimi		
५	देवराज जोशी	"	Subimprabhu	985079999	
६	पद्मे शर्मा	१.	Madheski	9841056582	
७	श्रीमती सु. रिवाज	"	Kostui		
८	श्रीमती सु. रिवाज	सहायिका	MOFALGA	9841961665	
९	श्रीमती सु. रिवाज	NALMIN	E. D.	9851074982	
१०	Sara Shrestha	Policy Analyst	UNDP	9841260748	
११	श्रीमती सु. रिवाज	NPM	PLGSP, MOFALGA		
१२	श्रीमती सु. रिवाज	FRD	"		

Annex IV: Participants list



क्र.सं. (S.N.)	नाम, पद (Name)	पद (Designation)	संस्था (Organization)	सम्पर्क नं. (Contact Number)	हस्ताक्षर (Signature)
१५	Nagesh Bhattarai	IT & e-gov Analyst	PLGSP/PLU	९८५१२०४४	[Signature]
	Indra B. Bhattarai	IT & e-gov Analyst	"	९८५११८९००	[Signature]
	Niraj Shrestha	IT & e-gov Analyst	"		[Signature]
	Rashmi Bhandari	IT & e-gov Analyst	"		[Signature]
	Suman Paudyal	IT & e-gov Analyst	"		[Signature]
	Ram Bahadur Adhikari	IT & e-gov Analyst	"		[Signature]
	Ranjay K.C.	C.O.	"	9841515731	[Signature]