



Provincial and Local Governance Strengthening Programme

# Annual Progress Report

2024/25



Government of Nepal  
Ministry of Federal Affairs and General Administration  
Provincial and Local Governance Strengthening Programme

November 2025

**Cover photo:** ©PLGSP

**Cover photo caption:** Citizens interacting with a service provider in Office of the Municipal Executive in Tokha Municipality.

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Government of Nepal

Ministry of Federal Affairs and General Administration (MoFAGA)

Provincial and Local Governance Strengthening Programme (PLGSP)



## FOREWORD

The Provincial and Local Governance Strengthening Program (PLGSP) is a national flagship program of Government of Nepal (GoN) to strengthen institutional, organizational, and individual capacity at all levels of government, with special focus on provincial and local levels. The program aims to attain “functional, sustainable, inclusive and accountable provincial and local governance.” The transition into this fiscal year was marked by a shortened implementation window and significant initial delays. However, rather than viewing these as setbacks, the PLGSP utilized this period to solidify the structural foundations of our federal governance system. By prioritizing strategic alignment over rapid execution, we have ensured that the progress made this year is not only measurable but sustainable.



In FY 2024/25, PLGSP strengthened Nepal’s federal governance by enhancing coordination across all tiers through strengthening institutions, fostering intergovernmental coordination and civic engagement, promoting transparent and inclusive governance, and building sustainable capacity. Key progress included national guidelines and institutional frameworks, legislative reforms, integration of digital systems, and adoption of evidence-based planning tools. Capacity development and GESI audits, advanced inclusive, gender-responsive governance, laying the foundation for digital transformation, fiscal discipline, and adaptive governance. While we achieved these milestones, we remain clear-eyed regarding the difficulties that persist. Challenges in budget execution and the full institutionalization of ICT systems remind us that the journey of federalization is iterative. The lessons learned this year, specifically regarding the need for flexible programming and robust digital infrastructure, have already made the PLGSP more adaptive and results-focused.

These achievements were only possible through the collaborative spirit of federal ministries, provincial and local governments, our dedicated development partners, and civil society. Your shared ownership of this programme is what drives its success.

I express our heartfelt appreciation to the entire PLGSP team for their dedication and collaboration in preparing this Annual Progress Report. Special recognition goes to the National Programme Manager and the PCU team, Provincial Programme Directors and Managers, PPSU teams, and the Executive Directors and teams of the Provincial Research and Training Academies for their invaluable contributions. I also extend sincere thanks to the report writers for their meticulous documentation, the data providers for ensuring accuracy and reliability, and the Monitoring & Evaluation team for synthesizing insights and validating results.

As we move into the next years, we do so with renewed vigor, committed to building a transparent, accountable, and citizen-centric governance system in Nepal.

Dilla Ram Panthi  
National Programme Director  
PLGSP



Government of Nepal

Ministry of Federal Affairs and General Administration (MoFAGA)

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

## FOREWORD

I am pleased to present the Annual Progress Report of the Provincial and Local Governance Strengthening Programme (PLGSP) from July 2024 to July 2025. PLGSP is a flagship programme of the Government of Nepal focused on institutional strengthening, organizational development, and policy support for provincial and local governments.



Aligned with these priorities, this Annual Progress Report for Fiscal Year 2024-2025 highlights key achievements, progress, and lessons learned in strengthening institutions, enhancing intergovernmental coordination, and promoting inclusive governance—the core pillars of PLGSP. Throughout the year, the programme advanced critical reforms, supported capacity development at subnational levels, and strengthened collaboration among federal, provincial, and local governments to improve service delivery and governance performance.

These accomplishments were made possible through the dedication of our implementing partners at the federal, provincial, and local levels, including the Office of the Prime Minister and Council of Ministers, Financial Comptroller General Office, Provincial Programme Support Units under the Office of the Chief Ministers and Council of Ministers, and the Provincial Research and Training Academies. The continued support of development partners has also been essential.

I would like to express my sincere appreciation to all stakeholders, including the Programme Coordination Unit, technical analysts, and implementing partners for their contributions to programme implementation. The leadership of the National Programme Director has been instrumental in advancing the programme. The commitment of UNDP has also played a vital role in its continued progress. I acknowledge the monitoring, evaluation, and reporting team for their work in synthesizing data, tracking progress, and documenting results with clarity and accuracy.

Special appreciation is extended to the local governments, whose ownership and active participation have been essential to the progress of PLGSP. Their continued engagement ensures that programme interventions respond to citizen needs and support inclusive, accountable, and effective service delivery.

As we move forward, PLGSP remains committed to building on these achievements, strengthening partnerships, and supporting institutions to advance Nepal's federal governance system. I trust that this report will serve as a valuable resource for policymakers, practitioners, and partners working to promote accountable, efficient, and inclusive governance. It is a testament to our shared vision of strengthening Nepal's federal governance system.

Finally, I extend my gratitude to all who contributed to this report. Your ongoing commitment and collaboration remain essential as we strive to build resilient, inclusive, and accountable institutions for the people of Nepal.

Tirtha Prakash Paudel  
National Programme Manager  
PLGSP

# ACRONYMS

## Government and institutional bodies

**GoN:** Government of Nepal

**MoFAGA:** Ministry of Federal Affairs and General Administration

**OPMCM/OCMCM:** Office of the Prime (Chief) Minister and Council of Ministers

**NPC/PPC:** National/Provincial Planning Commission

**NNRFC:** National Natural Resources and Fiscal Commission

**PPSC:** Provincial Public Service Commission

**PLGs/LGs/PGs:** Provincial and Local Governments

**DCCs:** District Coordination Committees

**PCGG/PRTA:** Provincial Center for Good Governance/Province Research and Training Academy

**LDTA/NASC:** Local Development Training Academy/Nepal Administrative Staff College

## Programme management and operations

**NSC/PSC:** National/Provincial Steering Committee

**PCU/PPSU:** Programme Coordination Unit/Provincial program Support Unit

**ASIP/PASIP:** (Provincial) Annual Strategic Implementation Plan

**NPD/PPD:** National/Provincial Programme Director

**NPM/PPM:** National/Provincial Programme Manager

**ToR/EoI:** Terms of Reference/Expression of Interest

**SOP/O&M:** Standard Operating Procedures/Organization & Management

**TA (TTA/ISTA):** Technical Assistance (Transformative/Implementation Support)

## ICT, systems and monitoring

**LISA:** Local Institutional Self-Assessment (key performance metric)

**SuTRA:** Sub-National Treasury Regulatory Application

**e-GP/e-GMP:** Electronic Government Procurement/e-Gov Master Plan

**GIOMS/GIO:** Government Integrated Office Management System/Office

**MIS/RMIS:** (Revenue) Management Information System

**PIS/TIMS:** Personnel/Training Information Management System

**PAMS:** Public Assets Management Systems

**RBME:** Results-Based Monitoring and Evaluation

## Finance and revenue

**MTEF:** Medium-Term Expenditure Framework

**OSR/RIAP:** Own Source Revenue/Revenue Improvement Action Plans

**IPF:** Innovative Partnership Fund

**FRA/ICS:** Fiduciary Risk Assessment/Internal Control System

**JFA:** Joint Financing Arrangement

**NPR:** Nepali Rupee

## Social inclusion, HR and partners

**GESI/GRB:** Gender Equality and Social Inclusion/Gender Responsive Budget

**LNOB/HRBA:** Leave No One Behind/Human Rights-Based Approach

**PwD/GBV:** People Living with Disabilities/Gender-Based Violence

**DPs:** Development Partners (EU, FCDO, SDC, UNDP)

**CSO/CoP:** Civil Society Organization/Communities of Practice

**MuAN/NARMIN:** Municipal Association/Rural Municipality Association

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# 1. EXECUTIVE SUMMARY

Provincial and Local Governance Strengthening Programme (PLGSP) is a flagship initiative by the Government of Nepal (GoN) aimed at enhancing policy support, institutional development, and capacity building at Provincial and Local Government (PLG) levels. The programme respects the principles of devolution and local autonomy, ensuring that it meets the specific needs of these governments while fostering cooperative federalism. Led by the Ministry of Federal Affairs and General Administration (MoFAGA) and supported by the European Union (EU), Foreign, Commonwealth and Development Office (FCDO), Swiss Agency for Development and Cooperation (SDC), Norwegian Government, and the United Nations Development Programme (UNDP), it aims to promote inclusive, accountable, and effective governance, translating constitutional commitments into practice and improving service delivery for citizens.

The main goal of the programme is to attain the functional, sustainable, inclusive, and accountable provincial and local governance. In line with this goal, it has two objectives: strengthen provincial and local governance systems and procedures, and inter-governmental (IG) relationships to maximize benefits of cooperative federalism for Nepali people; and enhance the capacity of provincial and local governments to deliver services and development outcomes effectively to people. To contribute the stated goal and objectives, three outcomes, one each at federal, province and local level are designed at higher level, while three outputs are designed under each

of these outcomes. PLGSP's implementation arrangement comprises of Programme Coordination Unit (PCU) under MoFAGA, Provincial Programme Support Units (PPSU) under Office of the Chief Minister and Council of Ministers (OCMCM), and technical assistance at provincial and local levels.

Although the programme was designed to begin in July 2024 for a five-year period (2024-2029), implementation was delayed. The Programme Document (ProDoc) was formally endorsed only in February 2025, leaving less than six months of implementation timeline during the GoN's Fiscal Year 2080/81 (from mid-July 2024 to mid-July 2025). The total budget for PLGSP in FY 2024/25 stood at NPR 1,814 million, comprising NPR 1,515 million under JFA and NPR 299 million for TA. Of this, the programme utilized NPR 801 million, representing an overall budget execution rate of approximately 44 percent. This includes NPR 657 million expenditures under JFA, NPR 144 million under TA. The combined planned budget across all seven provinces was NPR 1,012 million, out of which NPR 290 million was spent during the reporting period.

These figures highlight the need for strengthening implementation planning and financial execution capacities next year and beyond. It is important to note that the programme advanced on several fronts despite these constraints. Despite these initial delays and challenges, the programme achieved meaningful progress at federal, provincial, and local levels during the reporting period. They include:

- Local governments (LGs) now have a dedicated IT officers co-funded by PLGSP. This has strengthened digital services and improved record-keeping across all 653 municipalities.
- Provincial governments (PGs) have endorsed important laws to strengthen local governance. Sudurpashchim Province enacted a Provincial Local Service Act that has laid the foundation for a professional local civil service. Similarly, Koshi Province drafted four new laws (Community-Based Tourism Development Policy, Land Management Act, Local Government Inter-Coordination Act and Local Environment Conservation Act).
- PGs have been adopting new digital systems for more efficient, transparent administration. Koshi Province connected all 137 municipalities to an integrated Government Integrated Office Management System (GIOMS) to improve record-keeping and accountability. Madhesh Province introduced a personnel information system and piloted an e-Cabinet for paperless government meetings. Lumbini Province rolled out an e-procurement platform to make public spending more transparent.
- LGs are strengthening their planning and accountability systems. Many municipalities have adopted tools such as the Local Institutional Self-Assessment (LISA) and the Medium-Term Expenditure Framework (MTEF) to improve planning and monitor performance. Currently, 734 out of 753 local governments (81.22%) conduct LISA this year, ensuring systematic self-assessment. Notably, in Koshi and Sudurpashchim provinces, all 137 and 88 municipalities respectively now use LISA every year, creating a consistent approach to track progress and address local priorities effectively.
- Capacity building took place across all provinces. Over 11,700 elected representatives and government staff were engaged in capacity-building, coordination, consultations, and other related activities. This effort is creating a more capable local workforce.
- Gender Equality and Social Inclusion (GESI) was a priority throughout. Three provinces i.e. Bagmati, Karnali, and Sudurpashchim carried out GESI audits to identify gaps, with Sudurpashchim completing 19 audits this year alone. Madhesh developed GESI action plans and trained focal persons in six districts to put those plans into practice. These efforts are making local planning more gender-responsive and inclusive, though there's still room for improvement.
- LGs launched innovative pilot projects with support from PLGSP's Innovative Partnership Fund (IPF). Gandaki Province invested in digital education to reach rural students, Koshi supported women-led kiwi farming enterprises to boost local incomes, Lumbini piloted eco-tourism initiatives, and Karnali developed ICT-based planning tools for LGs. These community-driven projects show how small investments can create practical solutions that local governments can sustain and scale up.
- Joint monitoring visits improved transparency and feedback. Officials representing MoFAGA, PGs, and Development Partners (DPs) conducted joint field visits to review progress. These collaborative reviews let local communities give feedback and helped PLGSP make quick course corrections. PLGSP even used lessons from the field to update the IPF guidelines, ensuring federal

- policies better align with local needs.
- Low first-year spending highlighted the need to accelerate implementation. Provinces on average used only about 12-37 percent of their budgets, except Sudurpashchim which achieved around 61 percent, mainly due to the late start. PLGSP is tackling this by strengthening planning and support so that next year more of the budget turns into tangible results.
  - A unified Monitoring and Evaluation framework has been rolled out with an online Management Information System (MIS) to enable real-time tracking of results and feeding into Nepal's first "State of Federalism" report, a major step toward evidence-based policymaking. This digital M&E system has laid the groundwork for more transparent and accountable governance across all levels.
  - New collaborative platforms such as Provincial Coordination Councils and Provincial Steering Committees have been established to institutionalize regular dialogue among federal, provincial, and local officials. These forums have strengthened joint planning and problem-solving to exemplify that cooperative federalism in action and that different tier of government work together to address local needs.
  - Women's leadership in local governance is gaining momentum. Madhesh trained 132 women leaders through transformative programs, Koshi capacitated 83 Judicial Committee members. These efforts are helping bridge gender gaps and promote inclusive, representative decision-making across provinces.

# 2. IMPACT ACROSS FOUR CORE THEMATIC AREAS

To capture progress during the reporting period, the three Outcomes and nine Outputs of the PLGSP were categorized into four thematic areas. These interlinked areas include strengthening institutions, fostering intergovernmental coordination and civic engagement, modernizing systems for transparency, and building sustainable capacity. These pathways

have supported the translation of constitutional commitments into practice and have helped federal, provincial, and LGs to improve how they function and deliver services. These pathways show how federal and PLGs function, coordinate with each other, and deliver services to citizens in line with the principle of Leaving No One Behind (LNOB).

## 2.1 Strengthening institutions

PLGSP played a key role in strengthening the legal, policy, and organizational foundations that enable PLGs to fulfill their role mandates and align with the spirit of the constitution that says federalism requires capable institutions at every level of government. Institutional reforms have laid the legal and procedural foundation for federalism with consistent operational

of institutional performance over time and enabling targeted support where gaps persist. Similarly, adoption of MTEFs in several palikas helped LGs link budgets with long-term priorities, a step towards enhancing credibility of local planning. At the federal level, policies and regulations were advanced to support provinces and LGs in fulfilling

**Institutional reform across all levels of government is creating a more coherent, accountable, and capable federal system. From legal frameworks and organizational restructuring to capacity assessments and unified operational standards, PLGSP has helped ensure that federalism is not just enacted, but operationalized through evidence-based governance and sound administration.**

standards and clear mandates now guiding all three tiers of government.

In 2024/25, PLGSP contributed to strengthening institutions across all three tiers of government. Sudurpashchim Province passed the Provincial Local Service Act, an important milestone in building a provincial and local civil service system that is professional and accountable. This reform addresses one of the biggest gaps in federal transition i.e. lack of a dedicated, professionalized workforce to deliver devolved functions. By establishing the rules for recruitment, career development, and accountability, Sudurpashchim has created a model that other provinces are now preparing to replicate.

At the LG level, institutional strengthening was equally visible. In Sudurpashchim, LISA and fiduciary risk assessments were conducted by all 88 LGs, an effort that has helped create a consistent, comparable view

their constitutional mandates.

Through these reforms PLGSP contributed to making sure fragmented and capacity-constrained institutions increasingly become rules-based, accountable, and professional.

Beyond provincial reforms, PLGSP supported institutional strengthening at the federal level. It initiated dialogues on the Civil Service Bill and administrative federalism, supported MoFAGA in revising regulations and O&M standards. These contributions addressed long-standing institutional gaps by embedding technical and human resources within subnational governments to ensure PLGs are not only legally mandated but also equipped to deliver devolved services.

To promote institutional reforms, PLGSP has issued the Implementation Guideline across all levels. This guideline was finalized through broad consultation

with federal ministries and provinces and is now the primary reference for all operational and procedural queries across the three tiers. In parallel, Seven Capacity Assessment Reports covering all provinces and the federal government were produced through extensive consultations with ministries and 35 LGs. These assessments identified systemic, institutional, and individual gaps, mapped ongoing partner initiatives, and created a common framework for capacity-building priorities. Three reports have been

endorsed by PTACs and are already guiding reforms. The remaining four and the federal assessment are awaiting final approval by MoFAGA. They now form the analytical basis for the Provincial Annual Strategic Implementation Plans and Budgets to ensure that planning is grounded in data and local realities rather than generic activity lists. The assessments also inform the design of tailored TA, moving PLGSP toward a results-driven, evidence-based governance model.

### Building accountable institutions



Institutional reforms were undertaken in all seven provinces, resulting in more unified rules and structures for governance.



Implementation Guideline finalized and rolled out across all three tiers, providing a single operational reference for PLGs.



7 provincial capacity assessments and 1 federal capacity assessment completed, which form the evidence base for reform. Capacity assessments integrated into Annual Strategic Implementation Plans for evidence-based planning in all provinces.



Sudurpashchim Province passed the Province Local Service Act, the first legal framework for a provincial-local civil service.



137 LGs in Koshi Province connected to a government integrated office management system, improving record-keeping and communication.



653 LGs now have IT officers on a cost-sharing basis, strengthening administrative and digital capacity.

## 2.2 Fostering intergovernmental coordination and civic engagement

During the reporting period, PLGSP focused on making intergovernmental platforms more purposeful and on strengthening citizen engagement. PLGSP coordination platforms turned intergovernmental relations into a working system of collaboration, ensuring that policies and budgets align across the three tiers of government and communities have a stronger voice.

As part of making intergovernmental coordination more systematic, provinces convened high-level bodies such as PSCs, PCCs, and PTACs to align policies, budgets, and implementation. Madhesh held two PSCs and one PTAC and used the PCC to resolve intergovernmental issues and approve five IPF projects that showcase provincial-local collaboration in education, eco-tourism, micro-industry and digitization.

During the reporting period, provinces also convened

20 LGs that paved the way for creating a structured mechanism for feedback and follow-up.

The other area to highlight is how policy dialogues strengthened cooperative federalism in FY 2024/25. Bagmati Province hosted high-level federalism dialogues focused on strengthening IG coordination, policy alignment, and results-based monitoring. The dialogues brought together senior officials from federal and provincial ministries to clarify overlapping mandates and agree on practical measures for joint planning and accountability. These dialogues were complemented by a province-level review of monitoring and evaluation practices to move toward a formal Monitoring Act and clearer accountability for outcomes.

Similarly, PLGSP institutionalized accountability mechanisms to promote civic engagement as

**Intergovernmental cooperation is becoming a core feature of the country's federal governance. Through structured dialogue, joint monitoring, and participatory planning, PLGSP has strengthened trust and accountability between levels of government and with citizens. Civic engagement is now taking root within institutions so that policy decisions better reflect people's voices and collective priorities.**

regular coordination meetings with DPs working across key governance and sectoral areas. These meetings helped strengthen alignment, build synergies, and ensure that PLGSP interventions complemented ongoing partner initiatives. They also served as an important mechanism to avoid duplication, share technical updates, and harmonize support for digital governance, capacity building, and service-delivery reforms. Through these platforms, PGs were better able to coordinate assistance, address overlaps early, and promote more coherent and efficient implementation of reforms.

Likewise, joint monitoring visits to provinces created a shared evidence base on programme progress, service delivery performance, and implementation challenges. Provincial governments and MoFAGA conducted joint monitoring to review progress, hear from communities, and make adjustments. In Koshi, joint teams visited

mandated by the constitution. In three provinces and 30 LGs, public hearings and other social-accountability tools such as audits, grievance handling and ward-level participatory planning are being embedded within local systems to ensure citizen feedback directly shapes plans, budgets, and service delivery. Building on early successes, PLGSP initiated the design of a large-scale civic-engagement package that will institutionalize public and community hearings in selected LGs. These hearings will provide citizens, in particular women, Dalits, persons with disabilities, and marginalized groups, structured opportunities to share feedback and hold local authorities accountable. One visible outcome is Madhesh Province's targeted leadership programmes for deputy mayors (26 of 27 participants were women) and community representatives that helped strengthen the voices of

women and marginalized groups in intergovernmental and LG forums.

All of these have contributed to moving the system from fragmented decision-making to collaborative problem-solving. The benefits are already visible such as faster resolution of audit backlogs and irregularities (for instance, Madhesh's NAMS adoption), better alignment of provincial priorities with LG plans, and evidence-based updates to instruments like the IPF guidelines for more inclusive and solid delivery.

At the federal level, to make intergovernmental coordination effective, PLGSP convened and supported national governing bodies, including two NSC and TAC, and one FCC meeting to align strategic direction, endorse plans, and ensure follow-ups.

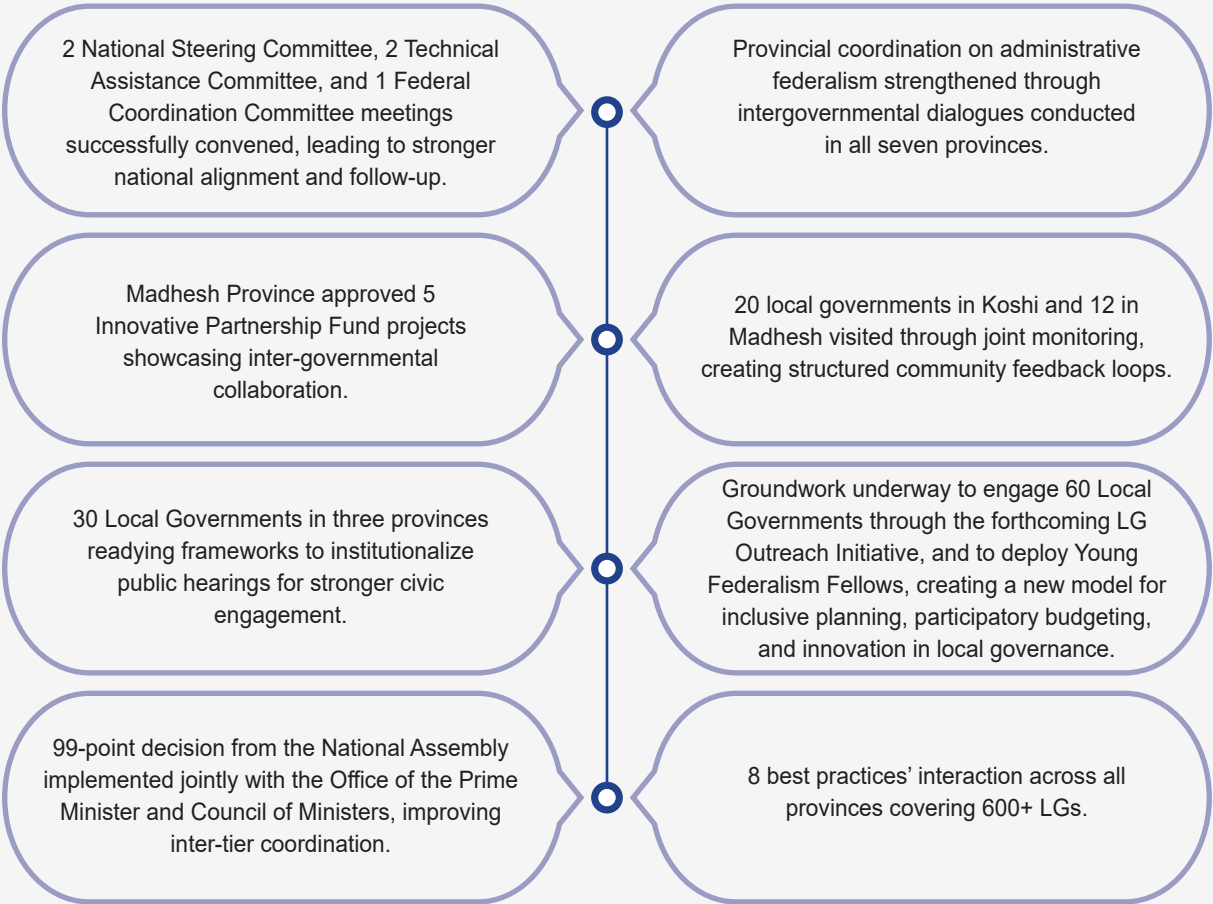
In addition, PLGSP deepened partnerships with other key federal institutions such as NPC, NNRFC, and sectoral ministries, and with LGAs and development partners. The new FCC became a central platform for aligning priorities and approving the Annual Strategic Implementation Plan (FY 2025/26).

Inter-governmental coordination dialogues on administrative federalism among federal, provincial, and local stakeholders resulted in actionable inputs on PIS handover, O&M standardization, and inter-tier coordination that fed into the civil service reform agenda and promoted a shared approach across all the levels. Through a seven-province best-practice series, PLGSP enabled LGs to showcase practical solutions in digital innovation, fiscal management, service delivery, and policy.

In addition, PLGSP has set the stage for commencing an LG Outreach initiative covering 60 LGs across Sudurpashchim, Madhesh, and Karnali provinces. The initiative will place Young Federalism Fellows and PRTA-based mentoring teams to strengthen inclusive planning, budgeting, monitoring, and reporting at the local level.

In terms of strategic IGR partnerships, PLGSP initiated collaboration with OPMCMs to strengthen intergovernmental relations, including follow-up on the National Assembly Special Committee's 99-point decisions, to create a platform for policy convergence.

## Cooperative federalism in action



## 2.3 Digitalization promoting transparent and inclusive governance

During FY 2024/25, PLGSP has greatly contributed to accelerating the rollout of tools that make public administration more transparent and services easier to access in PLGs. Digital systems now promote transparency and fiscal accountability with real-time, data-based decision-making.

Digital governance advanced on multiple fronts as, from e-Cabinet and Project Banks to personnel and procurement systems, provinces invested in core platforms so that decisions and transactions are recorded, searchable, and auditable. Gandaki implemented its e-GMP and upgraded online monitoring with interactive dashboards. Bagmati networked the GIO/OMS to strengthen internal workflows. Karnali upskilled staff in e-GP and planning platforms like PLMBIS, and Madhesh prioritized the rollout of e-Cabinet and Project Bank for

level decision-making faster, more transparent, and less dependent on paper-based systems. Lumbini integrated e-GP, which improved financial accountability and reduced risks of irregularities.

In addition, performance systems were institutionalized at scale during the reporting period. PLGs used standard tools to strengthen fiscal discipline and service quality. In Koshi, systems like MTEF, PAMS, and ICS guidelines were embedded, and a digital platform linked the provincial government with all LGs in the province for faster vertical communication and follow-up.

The area to highlight is that procurement and HR management has become more transparent through digital initiatives. Lumbini made measurable gains in using e-GP and integrating IT in administrative functions to improve traceability and reduce the risk of irregularities.

**Modern digital and performance systems are gradually transforming how governments plan, deliver, and account for services. The rollout of ICT-based tools, e-governance platforms, and unified monitoring systems has improved transparency, data quality, and fiscal discipline. These advances are helping build citizens' confidence in public institutions and contributing to more efficient, traceable, and inclusive governance.**

the coming year.

Koshi Province restructured its ministries and agencies that paved the way in reducing overlaps and clarifying responsibilities between different layers within and with the federal and LGs. By connecting all 137 LGs to GIO/OMS, the province brought uniformity in office management, communication, and decision recording, thereby increasing transparency.

In Gandaki, the introduction of the e-GMP created a clear roadmap for digital transformation, with phased implementation of ICT systems in finance, personnel, and service delivery. The province also piloted a real-time monitoring dashboard to track municipal performance, a tool that, if institutionalized, could help transform accountability across all provinces.

Madhesh Province took steps toward more efficient administration through the roll-out of PIS and the piloting of an e-Cabinet. These innovations made provincial-

At the same time, in-service and entry-level training for provincial civil servants contributed to improving compliance with procedures and the quality of records.

Provinces used the IPF to back small, scalable solutions such as digital education and agricultural pilots in Gandaki, approved projects in Madhesh that link local enterprises with service improvements, and preparatory steps in Bagmati to bring six proposals to final evaluation with each building practical models for inclusive, tech-enabled service delivery. This shows citizen-facing innovations are demonstrating value.

All of these have laid the foundation to help shift governance from paper-based, person-dependent practices to rules-based, traceable processes to reinforce that citizens trust government when systems are fair, digital, and open. The result is fewer bottlenecks, cleaner audits, faster decisions, and more predictable services in particular for women, Dalits, Janajati and remote

communities who depend on clear entitlements and timely service.

At the federal level, in a bid to underpin e-governance at scale, PLGSP supported 653 LGs to recruit IT officers on a cost-sharing model. These officials operationalize provincial and federal systems (planning/budget portals, service delivery applications, records, and communications) and keep digital infrastructure running, an essential bridge between platform rollout and day-to-day use.

In addition, the PLGSP M&E Framework was reviewed and finalized through team-wide consultation to promote monitoring and data for evidence-based federalism. PLGSP has made preparations for rolling out a web-based PLGSP MIS with real-time dashboards for outputs, outcomes, indicators.

In an attempt to align the MIS with government systems and the programme’s portfolio approach to improve evidence-based management and reporting, baselines were collected across provinces, and digitization is underway. PLGSP+ indicators, to go into the MIS extending beyond the programme’s immediate scope, is expected to inform Nepal’s first “State of Federalism Report”, a national knowledge product linking governance performance to policy learning.

Similarly, to strengthen transparency and visibility during the reporting year, PLGSP produced three national videos (re-programmed PLGSP overview, LG best

practices, IPF stories), revamped the website and social media, and launched a digital PLGSP Newsletter to keep partners and the public informed about governance innovations and results. In addition, PLGSP developed an internal knowledge-sharing platform that provides updates on programme activities and features articles, reflections, and perspectives on federalism. This platform has become an important resource for promoting learning, collaboration, and informed dialogue across the programme.

Under Transformative TA, PLGSP has geared up for story-based communication and citizen feedback apps (building on “Namaste Mayor/Hello Chief Minister” initiatives) in line with digital participation tools with provincial and local workflows.

Groundwork has been laid for an Own Source Revenue (OSR) initiative covering 25 LGs across five provinces (excluding Koshi and Bagmati, where SDC will implement MunRev) to enhance revenue generation, strengthen fiscal autonomy, and reduce dependence on intergovernmental transfers. Procurement of the implementing partner is underway.

With PLGSP’s strong commitment to ensuring greater transparency, procurement planning for an independent third-party monitoring has been completed. Beginning in 2026, this will pave the way for seven verification cycles (2026-2029) to triangulate data, validate progress, and strengthen transparency and learning across all levels.

## Promoting digital governance

01 Unified Management Information System has been designed to connect federal, provincial, and local data for real-time tracking of governance performance.

02 e-Cabinet, electronic Government Procurement, and PIS systems were introduced in multiple provinces, helping to reduce irregularities and delays.

03 PLGSP M&E Framework finalized. MIS under development to track outputs, outcomes, and indicators through a real-time dashboard. PLGSP+ indicators to form a basis for the country’s first State of Federalism Report, linking governance data to national policy.

04 National website revamped, digital newsletter launched to increase national visibility and audience engagement across digital platforms.

05 25 LGs are preparing to launch Own Source Revenue pilots to strengthen fiscal autonomy and reduce dependency on federal grants.

06 ICT-based planning and data systems have been introduced and are being mainstreamed in provincial offices, helping ensure that decisions are increasingly data-driven and traceable.

07 Standardized reporting formats introduced, maintaining consistency in data collection, analysis, and federal reporting.



## 2.4 Building sustainable capacity

PLGSP's investment in capacity development has strengthened planning, budgeting, monitoring, and delivering inclusive services. It has also contributed to building a network of skilled officials and a peer-learning system that supports the strengthening of inclusive governance. Across provinces, capacity-building hubs have further matured. PCGG Bagmati and KPTA Karnali used peer exchanges with GPTA Gandaki to standardize course design and accreditation, while KPTA's 180-hour training and demand-led courses connected skills to everyday service delivery.

More than 11,700 participants (Koshi 1,706, Madhesh 1,550, Bagmati 2,368, Gandaki 1,539, Karnali 1,232, and Sudurpashchim 3,367) were engaged in capacity-building, coordination, consultations, and

training moved knowledge scores from 56 percent to 93 percent, and 537 Ward officials were oriented on vital registration and social protection systems to promote the citizen interface where it matters most. Provinces targeted women and marginalized representatives with transformative leadership programmes (for instance, 132 women leaders trained in Madhesh, and peer-learning among deputy mayors, 26 of 27 participants, were women) as well as expanded the talent pool for local governance and justice delivery (e.g. 83 women JC members capacitated in Koshi).

The combination of upgraded platforms, local academies, and on-the-job coaching is already improving planning quality, budget credibility, dispute resolution, and inclusion in local decision-making,

**Sustainable capacity development is laying the foundation for long-term change within the country's federal system. Thousands of representatives and officials are now equipped to plan, monitor, and deliver services more effectively, while new provincial academies and peer-learning platforms help keep knowledge institutionalized. This emphasis on people and systems is shaping governance reforms into enduring capabilities.**

related activities. These included trainings together with PRTAs on core governance functions such as RBME, human resource and audit systems, PAMS, LED, and inclusive planning.

In addition, provincial academies and centers were positioned as long-term partners, with PRTAs/KPTA and PCGG expanding demand-driven offers from induction and in-service courses to specialized modules on M&E, fiduciary risk, and digital governance. Bagmati alone reached 2,368 participants (elected representatives and officials), a move that demonstrates the scale subnational institutions can achieve when curricula, delivery, and mentoring are aligned to provincial needs.

Across provinces, capacity has been translated into measurable improvements. In Madhesh, RBME trainees registered a 16 percent knowledge gain. NAMS training helped resolve nine audit irregularities and queued 200+ cases for action. LED

an essential improvement that demonstrates how skills are strengthened when trainings are linked to systems and accountability.

At the federal level, PLGSP completed TA recruitment and held a comprehensive induction on federalism/ IGR, planning and budgeting, PFM, RBME, GESI, digitalization, and change management for 53 TA professionals and provincial stakeholders to position TAs as embedded change agents in provincial and federal institutions. PRTAs/PCGGs and LDTA have been strengthened to deliver demand-driven courses, standard templates, and mentoring (plans, PASIPs/ASIPs, reporting).

Similarly, PLGSP completed capacity assessments and partnership mapping across seven provinces and 35 LGs to identify systemic, institutional, and individual gaps. Findings now guide PASIPB priorities and tailored TA to replace generic activity lists with evidence-based interventions.

In addition, NASC has been engaged to standardize the training curricula for all PRTAs and ensure consistent quality and relevance. Preparatory work has begun, including initial consultations and planning for curriculum reviews. NASC is also laying the groundwork to support three PRTAs in developing their Strategic and Business Plans to promote long-term sustainability. To deepen peer learning, preparations were completed during the reporting year to pilot a Community of Practice (CoP) in three provinces, in partnership with PRTAs and selected LGs, to foster peer learning and innovation. A series of Policy Labs

is being initiated with an international university and seven provincial universities to generate evidence-based research on federalism and governance reform.

To promote systems thinking and adaptive management, PLGSP began rolling out sense-making workshops on the portfolio approach. A series of workshops brought together government, TA teams, and partners to reflect on what works, where bottlenecks exist, and how interventions interconnect. This process encourages learning-driven management, agile decision-making, and locally owned reform strategies.

## People and institutions for lasting change



Over 8,300 participants trained across provinces in planning, budgeting, Results-Based Monitoring and Evaluation (RBME), Project Activity Monitoring System, Local Economic Development (LED), and inclusive governance. For instance, 16 percent knowledge gain among RBME trainees in Madhesh, LED knowledge increase from 56% to 93%.



Three Provincial Research and Training Academies now deliver effective, demand-based training programmes for elected representatives and civil servants.



Groundwork has been laid for engagement with the Nepal Administrative Staff College to standardize training and ensure that all Provincial Research and Training Academies receive consistent, relevant, and professionalized support, and prepare Strategic and Business Plans for sustainability.



Preparations have been completed to launch a provincial Community of Practice model, bringing together Provincial Research and Training Academies and local governments to institutionalize peer learning and collaborative problem-solving.



Policy Labs are being initiated with 4 national and 1 international to promote evidence-informed decision-making and link research with practice.



Women's leadership pipelines strengthened through targeted mentorship and peer-learning initiatives.



9 audit irregularities resolved, over 200 cases queued after Nepal Audit Management System training.

### **3. CROSS-CUTTING ACHIEVEMENTS**

#### **A) GESI**

Provinces mainstreamed GESI through audits, action plans, and gender-responsive budgeting. Sudurpashchim completed GESI audits across LGs alongside LISA/FRA coverage in all 88 palikas. Bagmati ran GESI audits across eight ministries and updated provincial GESI criteria. Madhesh trained GESI focal persons from six districts who produced actionable and LG-specific GESI plans such as disability-friendly systems, workplace harassment policies, women's health outreach.

At the federal level, PLGSP has initiated an effort toward making safe, dignified, and inclusive workplaces in line with the spirit of Nepal's legal provisions on workplace sexual harassment and the need for tools and enforcement at subnational level. A national GESI Analysis led by UN Women has begun. Data collection is expected to assess how gender and inclusion principles are applied across PLGSP institutions and systems. Findings will guide policy and programmatic measures to make governance more inclusive and responsive to all citizens.

#### **B) Innovation**

The IPF moved from design to delivery with approvals in Madhesh (five projects) and shortlisting in Bagmati (six proposals under final evaluation) signaling a pipeline of small, high-impact solutions that provinces can scale. This has been complemented by Gandaki's awards in digital education, agriculture and beekeeping.

#### **C) Accountability**

Joint monitoring, portfolio reviews, and dashboard upgrades created shared facts for decision-makers, while Bagmati's Monitoring Act initiative and FRA orientation strengthened fiduciary discipline and institutionalized learning loops.

#### **D) Coherence**

Despite a shortened implementation period and leadership transitions, provinces used common tools (e.g., MTEF, PAMS, ICS) and governing structure (PSC/PCC/PTAC) to demonstrate that pooled and government-led modalities can deliver value for money even where budget absorption remains a challenge to tackle next year.

#### **F) Safeguarding**

PLGSP and UNDP have advanced Social and Environmental Standards compliance, including a grievance redress mechanism and planned toll-free access and information materials to align the programme's delivery with social and environmental safeguards.

## 4. KEY CHALLENGES AND LESSONS LEARNED

### 4.1 Key challenges

#### **A) Programme implementation**

There was a delay in the ProDoc endorsement. It was approved only in February 2025. This compressed the implementation timeline to less than six months and slowed workplans, procurement, and fund flows.

Despite progress highlighted above, PLGSP faced several structural and operational challenges in its first year. The delay in programme endorsement slowed the pace of delivery and limited coordination. TA recruitment was gradual, leaving some provinces without sufficient technical backstopping in the early months.

Because this is a re-programmed PLGSP, it took time to build a shared understanding among federal and provincial actors that the current phase focuses on strengthening systems rather than direct service delivery. Continuous communication and orientation will be needed to embed this across PLGs.

#### **B) Fragmented coordination in early months**

Intergovernmental platforms (like PSC, PCC, PTAC) functioned, but initial months saw uneven follow-up. It required tighter scheduling, clearer action logs, and stronger vertical feedback loops to translate meeting decisions into time-bound actions.

#### **C) Leadership transition**

There were changes in the NPD, NPM, PPDs, and PPMs at the federal level during crucial initial months that also resulted in unavoidable delays.

#### **D) Low budget absorption**

Most provinces executed only 12 to 30 percent of planned budgets (barring Sudurpashchim's 62 percent). Root causes included delayed start of the programme, and the need to align new programme requirements with existing government systems.

#### **E) Uneven institutionalization of system**

Digital and performance systems (GIOMS, PIS, e-Cabinet, e-GP, dashboards, LISA/FRA) were introduced or expanded, but usage varied. Limited change management, weak IT support, and gaps in SOPs reduced the pace of adoption. Data quality and routine analysis were inconsistent that limited how often evidence informed decisions.

#### **F) Inclusion gaps**

Despite focused efforts, training participants representing women, Dalits, and Muslims accounted less. The lower proportion of women participants largely reflects the current gender composition of government officials and elected representatives. Selection processes and outreach did not always target underrepresented groups, and logistics sometimes deterred participation. While GESI audits and action plans advanced, translating them into fully inclusive delivery remains a work in progress.

#### **G) Capacity strain**

LGs in particular those in remote areas faced high staff turnover, competing priorities, and variable baseline capacity. This limited their ability to apply training such as using RBME, managing e-systems, or addressing audit queries and slowed the move from paper-based to digital-system administration.

## 4.2 Lessons learned

### **A) Early approval**

The programme started late due to delays in approval and leadership changes. Provinces that like Sudurpashchim, which spent 62 percent of its budget, achieved more. This shows the importance of finalizing plans and clearing approvals as early as possible.

### **B) Smooth transition**

Frequent staff changes and limited technical support slowed activities in some places. Provinces that gave proper handovers and training to new officials kept services running better. For example, Gandaki combined its e-GP with coaching, so work continued even when staff changed.

### **C) Technology needs people**

Digital tools like GIOMS, PIS, and e-Cabinet were introduced, but use was uneven. Where staff were trained and supported, the systems worked better. For example, Koshi connected all 137 LGs to GIOMS and trained staff, which improved record-keeping and accountability.

### **D) Pilot initiatives**

Pilot projects showed strong results. For example, Gandaki's digital education for rural students, Koshi's women-led kiwi farming, and Lumbini's eco-tourism. But many risk staying as isolated examples. Sudurpashchim showed how to move beyond pilots by using LISA in all 88 LGs and made sure a pilot initiative is used as a regular initiative for better performance and accountability.

## 5. ANNEX

### 5.1 Targets vs achievements

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
	<b>Federal level</b>	-	-	-	-	<b>NA</b>	
1	Inter-Governmental Dialogue Program between Federal, Province and Local Levels for Drafting and Harmonization of Civil Service (Federal and State) and Local Service Acts	2	2000	-	-	Output 1	Event stakeholder consultation
2	Conduct workshop to revise and optimize the procedures of the auditing system (LISA, FRA, LED, GESI, GRB, GBV, etc.) used at the local level.	1	700	-	222	Output 1	Event stakeholder consultation
3	Studies, analysis, and dialogue programmes on the agendas presented and discussed in the National Coordinating Council and Inter-Provincial Coordination Council meetings, as well as their implementation.	2	2000	-	-	Output 2	Document formulated policy
4	Dialogue programme on the interrelationship between the federal, provincial, and local governments, including the effectiveness of the Public Accounts Committee in the law-making process.	2	3000	-	-	Output 2	Event stakeholder consultation
5	Interaction programme on governance, development, and service delivery, including its inclusive and diversity management.	4	2000	-	331	Output 2	Event interaction
6	Program on inter-governmental coordination for implementing administrative federalism across all three levels of government.	2	4322	1	958	Output 2	Event interaction
7	Conduct ToT training and orientation on various contemporary issues (such as ICS, MTEF, LED Index, Periodic Plan, GESI/GRB).	1	1500	-	-	Output 2	Event ToT
8	Organize workshops/conferences with various stakeholders on creating a safe, dignified, and inclusive workplace.	1	500	1	350	Output 2	Event interaction

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
9	Advisory meeting of National Coordinational Committee and other management committees of federal and province level.	5	1000	5	857	Output 2	Event interaction
10	Sharing best practices among provinces and local governments, along with engaging in interactions and publishing reports.	8	12000	8	10085	Output 2	Event interaction
11	Producing, publishing, broadcasting, and distributing information and communication on various subjects related materials to PLGSP.	3	1500	3	1000	Output 2	Publication knowledge products
12	Payment of liabilities under the contract for the “Higher Education Study Program for Provincial and Local Government Employees.”	1	3250	-	-	Output 2	Technical support
13	Support MoFAGA in integration and upgrading online systems, after the important systems are identified.	1	500	-	-	Output 3	System updated
14	Enhance the information management system, online system and infrastructures (for provincial, DCC, and local governments) to enhance inter-operability and continue technical support for sustainability.	4	2000	-	-	Output 3	System updated
15	Provide training to DCC and local governments on the improved/ updated information management system.	8	12000	-	-	Output 3	Event orientation staff
16	Revise the procedures and online system of the DCC monitoring and LG progress review.	2	1000	-	-	Output 3	System updated
17	Strengthening and managing information systems at the local level.	1	328684	1	275699	Output 3	Technical support
18	Enhancing the reserve fund management system through the Financial Comptroller General’s Office (FCGO) at the provincial and local levels.	1	100000	-	60939	Output 3	Logistic support
19	Analyzing the financial governance assessment results of provincial and local governments.	1	1000	-	-	Output 3	Document formulated study report

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
20	Study on GESI-friendly basic service delivery to local areas.	1	1000	-	-	Output 3	Document formulated study report
21	Research and analysis /capacity development interventions at province level -law making/implementation, planning and reporting, bottlenecks/intersectionality	1	4206	-	-	Output 1	Document formulated study report
22	Civic engagement- public and community hearing, accountability	1	4907	-	-	Output 1	Document formulated study report
23	Conduct baseline survey of PLGSP	1	16825	-	-	Output 1	
24	LG Outreach -mobilization of fresh graduates/volunteers to get their capacity needs cheked on regular interval basis.	1	24537	-	-	Output 1	Times
25	Research and analysis at federal level -participatory law making/ implementation, bottlenecks, IGR	1	4907	-	-	Output 1	Research report
26	GESI analysis and capacity development - inc intersectionality, GRB, GRP, PSEA, grievance handling system, gender and inclusive service delivery	1	14021	-	-	Output 1	Analysis report
27	Learning events/networks/ south-south cooperation	1	2804	-	-	Output 1	Learning report
28	Partnerships for international agencies on best practices on federalism	1	3505	-	-	Output 1	Best practices' document
29	Communications, knowlede products, visibility, outreach	1	1262	-	-	Output 1	Event
30	Comprehensive induction to TA staff (UNDP compliances, PLGSP repogrammed document provisions, Capacity building of the govt institutions and individuals, IGR, GESI approaches)	1	6379	1	6756	Output 1	Event induction
31	Sense making exercise and orientation on portfolio approach and transformative TA	1	421	1	2035	Output 1	Workshop
32	Operating expenses for the Program Coordination Unit.	1	141713	-	16658	NA	

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
	<b>Koshi</b>	-	-	-	-	<b>NA</b>	
	<b>a) Programmes under current expenditure</b>	-	-	-	-	<b>NA</b>	
1	Support to draft provincial laws on exclusive right of province	3	900	-	-	Output 4	Document formulated
2	Support Provincial Agencies (PG ministries) in drafting laws in consultation between LG, PG and FG in the areas of concurrent right	1	700	-	-	Output 4	Act formulated
3	Support to provincial government in Revision of provincial act and regulations	10	500	-	-	Output 4	Act reviewed
4	Support to draft Infrastructure policy of provincial government	1	1100	1	138	Output 4	Policy formulated
5	Support to formulate/revision of PPSC operation laws.	2	600	-	-	Output 4	Act formulated
6	GESI Sensitive Planning and Budgeting Orientation to PA members	1	800	1	410	Output 4	Event orientation
7	Development and Orientation of Internal control system Manual / Guideline of PGs	1	500	-	-	Output 4	Guideline formulated
8	Orientation program to implement CD plan of province	1	300	-	-	Output 4	Staff orientation event
9	RBM and Evaluation Management Training to PG Staffs	1	600	-	-	Output 4	
10	Orientation to PG staffs on Annual Planning and budgeting schynchronizing to Periodic Plan	1	300	-	-	Output 4	Staff orientation event
11	Conduct training on Public Procurement Management, e-bidding, Procurement Planning etc. for PG's Officials	2	600	-	-	Output 4	Staff training event
12	Orientation and support in evaluation programme on Fiduciary Risk Assessment (FRA) of PGs	1	600	-	-	Output 4	FRA assessment event
13	Support to revise FRRAP guideline of Province.	1	200	-	-	Output 4	Reviewed Guideline document

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
14	GESI Mainstreaming (GRB, GBV, Workplace Harrassement)	1	700	-	-	Output 4	GESI Strategy document
15	Support to prepare O&M of provincial ministries and agencies	1	1500	1	90	Output 4	Document formulated study report
16	Support to prepare ToR of all sections of minitries and agencies.	1	800	-	-	Output 4	Document formulated study report
17	Support to Institutionalize Management audit of provincial ministries	9	1200	-	-	Output 4	Audit management document
18	Conduct Workshop on Audit arrears settlement process for DCC and PLGs	2	600	-	-	Output 4	Workshop event
19	Support in implemation of Revenue Improvement Action Plan of PG	1	800	-	-	Output 4	RIAP document
20	Support to institutionalize the Project Bank at Province level	1	200	1	196	Output 4	Periodic plan document
21	Interaction between elected women representatives of provincial assembly and local government (deputy) on judiciary work performance of province.	1	600	-	-	Output 4	Interaction event
22	Formulation of e-Governance related policy and laws for PLGs of Koshi province	2	1200	-	-	Output 4	Policy formulated
23	Facilitate to conduct digital system based GESI audit in provincial ministries	13	700	-	-	Output 4	GESI audit document
24	Support in establishment and rollout of government office automation and other system, website and services delivered from the Department of Information Technology	15	800	2	357	Output 4	Operational procedure document

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
25	Capacity development training to PLGs staffs on digital technologies areas like:-office management tools, data management, security audit, Gov.cloud, and cyber security	3	900	-	-	Output 4	Staff training event
26	Province-level interaction program (with elected representatives of LGs) on areas of coordination in the field of IT, e-Governance, and data management between three levels of government	1	800	-	-	Output 4	Workshop event
27	Update the PPSC online recruitment system (integration with e-payment system)	1	600	1	471	Output 4	Operational procedure document
28	Support to establish a digital platform for information sharing among three tier of government	1	300	1	286	Output 4	Operational procedure document
29	Support to disseminate programme achievements through media engagement	1	500	-	-	Output 4	Learning modules (document)
30	Organize review and coordination meeting with Development Partners	1	400	-	-	Output 4	Stakeholder consultation event
31	Conduction of Provincial Steering Committee (PSC) Meeting	3	600	1	109	Output 5	Meeting event
32	Conduction of Provincial Council (PCC) Meeting and support to sectoral committee	1	1200	1	409	Output 5	Meeting event
33	Joint Monitoring visit to LG	20	600	20	581	Output 5	Monitoring visit
34	Support to organize Provincial Administrative Coordination Council Meeting and dissimulation of decisions.	3	900	3	523	Output 5	Meeting event
35	PG and LG interaction on implementation status of federalism and issues on IGR (revenue management, local economic development and employment generation)	7	1100	-	-	Output 5	Event orientation
36	IPF Orientation to local government	14	1400	-	-	Output 5	Event orientation
37	Operational cost for IPF implementation	1	500	1	262	Output 5	Event orientation
38	Implementation of IPF schemes in LG	5	32100	-	-	Output 5	IPF project

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
39	Organize interaction among Provincial DCC Federation, NARMIN and MUAN to ensure effective collaboration	1	500	-	-	Output 5	Interaction event
40	Establishment of Virtual training hall and digital library in PRTA	1	1900	-	-	Output 6	System implemented
41	Develop PRTA's 5 years strategy/periodic plan	1	800	-	-	Output 6	Periodic plan document
42	Interaction programme with provincial training centres ( Education, Health, Forest, Agriculture, veterinary, Industry, CTEVT etc)	5	1000	-	-	Output 6	Interaction event
	<b>Madhesh</b>	-	-	-	-	<b>NA</b>	
	<b>a) Programmes under current expenditure</b>	-	-	-	-	<b>NA</b>	
1	Formulate/review Acts, regulations/ guidelines of Provincial Government	4	2000	-	167	Output 4	Document formulated
2	Strengthening of Provincial Coordination Council (facilitate/ provide logistic support in organizing meeting and support in the implementation of decisions)	2	500	2	255	Output 5	Stakeholder consultation event
3	Organize interaction Workshops on Inter-Governmental Relations (IGR)	1	1000	1	357	Output 5	Stakeholder workshop event
4	Organize coordination meetings with the Thematic Committees of the Madhesh Province Assembly, DPs, Provincial and Local Governments	2	500	-	-	Output 5	Stakeholder consultation event
5	Organize coordination meetings of the Provincial Coordination Committee (PCC) of PLGSP	4	800	3	276	Output 5	Stakeholder workshop event
6	Conduct GESI Audit of 12 Provincial Ministries/Institutions	12	3000	-	-	Output 4	GESI audit document
7	Conduct capacity Development training to PG Stakeholders on GESI Concepts/GRB/GESI Audit	1	500	-	-	Output 4	Staff training event
8	IPF implementation	1	50000	1	265	Output 5	IPF project

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
9	Orientation and evaluation on Provincial Fiduciary Risk Assessment (PFRA) (3 days)	1	500	-	-	Output 4	Stakeholder workshop event
10	Orientation on NAMS to officials of Provincial Government (2 days)	1	400	2	269	Output 4	Stakeholder workshop event
11	Formulate internal control system guideline of 5 Provincial Ministries	5	1500	-	-	Output 4	Policy formulated
12	Organise project planning and contract management practical training to officials from Provincial and Local Governments (5 days)	1	700	-	-	Output 4	Staff training event
13	Develop SOP of OCMCM	1	200	-	-	Output 4	Policy formulated
14	Organize M&E training to Province Government Officials (3 days)	1	400	1	45	Output 4	Staff training event
15	Conduct joint monitoring from PG	1	500	1	385	Output 4	Monitoring visit
16	Conduct inter provincial learning sharing visit of PG Officials and PPIU team	1	1000	1	158	Output 4	Exposure visit
17	Support provinces in establishment and rollout of government office automation and other system, website and services delivered from the Department of Information Technology.	1	900	1	121	Output 4	System implemented
18	Province-level interaction program (with elected representatives of LGs) on areas of coordination in the field of IT, e-Governance and data management between three levels of government.	4	1200	-	-	Output 4	Interaction event
21	Prepare Administrative and Financial Guidelines of PRTC	1	300	-	-	Output 6	Policy formulated
22	Organize capacity building training on Performance Management for Officer level staffs working in PRTC, OCMCM and province ministries	1	500	-	-	Output 6	Staff training event
23	Inter-provincial Exposure visit	1	1000	-	-	Output 6	Exposure visit
24	Organize coordination meeting with CD stakeholders on quarterly basis	3	300	-	-	Output 6	Meeting event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
25	Conduct workshop to review effectiveness of Capacity Building Activities conducted by the Provincial Research and Training Centre	1	500	-	-	Output 6	Stakeholder workshop event
26	Organize refresher/follow up orientations/ interactions for Review and implementation of LISA and FRA	8	4800	-	-	Output 7	Staff ER orientation event
27	Conduct follow up training/Interaction/ workshop on Medium Term Expenditure Framework (MTEF) for LGs' staff	8	4800	-	4	Output 7	Staff ER workshop event
28	Organize orientation on Internal Control System (ICS) for Local Governments and facilitation in formulation of Procedure (Coaching and Mentoring)	25	3800	-	-	Output 7	Staff ER orientation event
29	Conduct capacity building training to GESI focal person of LGs	4	1800	3	598	Output 7	Staff training event
30	Conduct capacity building training on Transformative Development approach for Executive Committee members representing women, Dalit & Marginalized community	16	6400	10	3000	Output 7	ER training event
31	Organize interaction program among Deputies of LGs for sharing and learning from each other	4	1200	2	195	Output 7	Staff ER workshop event
32	Conduct service entry training for newly recruited LGs' staffs	1	900	-	-	Output 7	LG pre-service event
33	Conduct in-service training to LGs' staff	1	1200	-	-	Output 7	LG in-service event
34	Conduct service entry training for newly recruited PG's staffs	1	900	-	-	Output 7	PG pre-service event
35	Conduct in-service training to PG's staff	1	1200	-	-	Output 4	PG in-service event
36	Organize capacity building training on monitoring, supervision, implementation of LISA & FRA for President, vice-president of DCC and DCO	1	400	-	-	Output 4	ER staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
37	Conduct capacity building training on public procurement and EGP for LGs' staff	2	1800	-	-	Output 7	Staff training event
38	Organize Training of Trainers (ToT) on GRB and GESI Audit	1	900	-	-	Output 7	Staff ToT event
39	Conduct GESI Audit in LGs	46	9200	-	-	Output 7	LG GESI audit document
40	Organize capacity building training on social security, certification/recommendation and vital registration to Ward Chair persons and ward secretaries	32	9600	15	2921	Output 8	ER staff training event
41	Organize workshop for sharing and learning best practices related Innovative Economic Development	8	2400	-	-	Output 8	Workshop event
42	Conduct capacity building training on IT-based Service Delivery to ITOs of LGs	4	2800	3	832	Output 8	ER staff training event
43	Conduct capacity building training on Etabs for Structural Analysis to LGs' engineers	4	2800	1	255	Output 8	ER staff training event
44	Organize capacity building training on planning process of LED and Survey to staff working in Employment Service Centre and administration section of LGs	4	2800	4	1319	Output 8	Staff training event
45	Conduct Orientation on Social Accountability Tools (SATs) such as: public hearing and others to LGs' staff	4	2800	-	-	Output 9	ER staff training event
46	Conduct Orientation program on use of data among three tiers of Government in coordination with NSO and other stakeholders	1	300	-	-	Output 4	Staff orientation event
47	Office operation cost	2	8911	2	5071	NA	Operational expenses
	Sub Total (a)	229	139911	53	16491	NA	
	(b) Programme under capital expenditure	-	-	-	-	NA	
1	Furniture and fixture	2	1000	2	1578	NA	Operational expenses

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
2	Mechinary and equipment	2	2800	2	97	NA	Operational expenses
	Total (a+b)	233	143711	57	18166	NA	
	Bagmati	-	-	-	-	NA	
1	Formulation, Study and Review of Provencial government's Act and Regulation	1	500000	-	-	Output 4	Document formulated
2	Study and Review of Local Government Act and Regulation	1	500000	-	-	Output 4	Act formulated
3	Provincial Coordination Committee meeting	2	500000	-	-	Output 5	PLG workshop event
4	Annual/Quarterly Progress Review Meeting	2	500000	-	-	Output 5	Staff workshop event
5	Interaction program on TOR, financial responsibility, the effects of promotion and transfer of staffs	1	300000	-	-	Output 5	Meeting event
6	GESI Audit of Provencial Governments ministries	7	300000	8	160539	Output 5	GESI audit document
7	Diagolue and development initiatives on monitoring and evaluation of Infracture projects between vice presidents/deputy mayors	3	500000	-	-	Output 5	Staff ER workshop event
8	Interaction workshop between PG and LG on concurrent rights and intergovernmental relationship and coordination (focusing annual planning process, service delivery and good governance)	2	900000	-	-	Output 5	Staff ER workshop event
9	Orientation on Audit and Budget arrier	2	500000	-	-	Output 4	PG ICS document
10	Orientation and evaluation program on Fiduciary Risk Reduction	2	500000	1	133449	Output 4	Interaction event
11	Orieation program on Audit managemtemnt System	1	500000	-	-	Output 4	Audit management document

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
12	Training on Public Procurement Management	1	500000	-	-	Output 4	Audit management document
13	Interaction program with DCC on Monitoring, Evaluation and Coordination	1	500000	1	464838	Output 5	Stakeholder workshop event
14	Interaction with service regulatory organizations and service provider organizations related to information technology, access to services, simplicity and existing laws	1	300000	-	-	Output 5	Stakeholder workshop event
15	Coordination and Interaction programme with Development Partners	1	200000	1	138749	Output 5	DPs institutions
16	Public hearings with the participation of civil society and other stakeholders regarding public service delivery, planning and budget formulation, citizen participation in the decision-making process	1	300000	-	-	Output 5	Public hearing event
17	Interaction program on GESI/GRB to GESI focal person of Bagamati Provincial Government	1	200000	1	200000	Output 5	Interaction event
18	Implementation of the integrated office management system, website and other services created and operated by the Information Technology Department implementation at the provincial level	1	1000000	1	797000	Output 4	Stakeholder consultation event
19	Discussion and interaction regarding conflicting laws of federal, provincial and local level laws	1	200000	-	-	Output 5	Interaction event
20	Interaction program on service delivery, coordination and cooperation between federal, provincial and local level offices located in the district	2	300000	-	-	Output 5	Interaction event
21	Interactions regarding the carrier development of provincial civil servants and its implications	1	300000	-	-	Output 4	Interaction event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
22	GESI Audit of Provincial Governments ministries	1	200000	1	200000	Output 5	Interaction event
23	Inter Province Assembly of Chief Ministries	1	1000000	-	-	Output 5	Interaction event
24	Interaction programme with IT officer and other stakeholder at LG level	4	800000	2	487299	Output 5	Interaction event
25	Interaction Programme of DDC on Information Technology	1	200000	-	-	Output 5	Interaction event
26	Innovative Partnership Fund mobilization	1	55600000	-	-	Output 5	Strategy paper document
27	Inter Province Sharing Learning visit	2	600000	1	175142	Output 5	Exposure visit
28	Orientation on Provincial Governance Act, Public Expenditure System, Fiscal Act, and Procurement System	1	300000	-	-	Output 4	Staff orientation event
29	Orientation on IPF program	4	2000000	1	353617	Output 5	Staff ER orientation event
30	Review and Study on Revenue improvement of PG	1	200000	-	-	Output 4	Learning course event
31	Public procurement training for provincial government ministry and office heads, engineer procurement unit chiefs and financial administration chiefs	3	1500000	3	967344	Output 4	Staff orientation event
32	Orientation programme for PG staff on MTEF	1	500000	-	-	Output 4	Staff orientation event
33	Capacity Development programme for the chairman of the different committee of Provincial Assembly	1	500000	1	216339	Output 4	ER training event
34	Social inclusion related Training for ( women) member of provincial assembly.	1	500000	1	294597	Output 4	Event orientation
35	Interaction programme for the members of the Provincial Assembly related to E-governance	2	1000000	-	-	Output 4	Workshop event
36	Orientation programme for PG staff on climate change, sustainable development and disaster management	1	500000	1	316211	Output 4	ER staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
37	Preparation and publication of legal documents for the Provincial Good Governance Center	1	500000	1	489573	Output 6	Policy formulated
38	Develop and publish training manuals, curriculum, bulletins etc.	4	700000	1	138875	Output 6	Policy formulated
39	Implementation and Management of Policy Dialogue Program on Federalism Empowerment	4	600000	2	403710	Output 6	Interaction event
40	Capacity development programme for PCGG staff	2	300000	1	111000	Output 6	
41	Inter-province learning sharing exposure visit of PCGG staff	1	200000	1	102700	Output 6	
42	Organize coordination meeting with CD stakeholders	2	500000	-	-	Output 6	Stakeholder consultation event
43	Orientation training/review for LISA implementation	3	1500000	-	-	Output 7	LG LISA assessment event
44	Orientation training/review for FRA implementation	1	4500000	-	-	Output 7	LG FRA assessment event
45	Orientation/training on Internal Control System for LGs	8	1600000	5	1090755	Output 7	Staff ER workshop event
46	Support/workshop for Revenue Improvement Action Plan for LGs	5	1500000	-	-	Output 7	RIAP document
47	Conduct orientation on MTEF to LGs	3	1500000	3	1349966	Output 7	Staff ER workshop event
48	Orientation on Economic Development Assessment to the LGs elected representatives and officials	5	1500000	-	-	Output 7	Staff ER workshop event
49	Conduct workshop on Internal audit and audit arrear management to the LGs representative and staff	5	1500000	3	981842	Output 7	Staff ER workshop event
50	Organize 5 days Advance level Public Procurement Management training to the LGs staff	2	1500000	-	-	Output 7	Staff training event
51	Organize Public Procurement Management training to the LG representatives	5	2000000	1	1296998	Output 7	ER training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
52	Organize training on Public Assets Management System (PAMS) to the Assets Management Unit staff	3	1500000	3	747166	Output 7	Staff training event
53	Conduct orientation to LGs elected women on Local Government Operation	6	1500000	5	1102435	Output 7	Event orientation
54	Capacity development programme to the District Coordination Committee representatives and staff	1	500000	-	-	Output 7	Staff ER orientation event
55	Orientation Programme on planning, Revenue Management and Recommendation to the Representative of Metropolitan and Sub-Metro Politian City	4	2000000	2	334301	Output 7	Event orientation
56	Organize Capacity development programme to the Ward Secretary/staff of Metropolitan and Sub-Metropolitan City	4	2000000	-	-	Output 7	Staff training event
57	In-service training to the LGs staff	2	2200000	2	1611208	Output 7	LG in-service event
58	Conduct capacity development training to the ITOs of LGs	3	1500000	3	1124101	Output 7	Staff training event
59	Conduct training on Land use and settlement management to the LGs technical staff	1	500000	1	298225	Output 7	Staff training event
60	Conduct training on Road and Municipal transportation masterplan to the LGs technical staff	3	1500000	-	-	Output 7	Staff training event
61	Conduct training on Bio-Engineering to the Local and Provincial staff	1	500000	1	394946	Output 7	Staff training event
62	Conduct training on School Administration to the LGs Education Officers	3	1500000	3	744637	Output 7	Staff training event
63	Training on Vital registration, Social Security and Recommendation to the Ward Chairperson and Ward Secretaries	6	2000000	4	1339933	Output 7	ER staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
64	Conduct Interaction programme with LG about LGs good practices and it's publication	1	500000	-	-	Output 7	Interaction event
65	Orientation on registered Firad and Misil to Judicial committee and monitoring by court to judicial committee member, staff and facilitator of level level	10	2500000	7	1637084	Output 8	ER staff training event
66	Review and interaction program on GESI Audit,GRB, GESI Strategy and Code of Conduct to local level elected representative and staff	2	1000000	1	822462	Output 8	Staff ER workshop event
67	Orientation on women, children and marginalize targeted ward level planning process to elected representative and staff of planning section of local level	3	1500000	3	-	Output 8	Staff ER workshop event
68	Orientation on Child Friendly Local Governance (CFLG) to elected representative and staff of local level elected representative and staff	3	1500000	-	-	Output 8	Staff ER workshop event
69	Orientation Programme on social audit to the LGs representatives	3	1500000	-	-	Output 9	Event orientation
70	Capacity building training to Dalit and marginalized Executive Member of local level to reduce social discrimination	3	1500000	3	565867	Output 9	ER training event
71	Conduct Inter-Government Relations and governance promotion interaction programme to the LGs mayors/chairpersons	4	2000000	-	-	Output 9	Interaction event
72	Training Material print for PCGG	1	1000000	1	949200	Output 9	Formulated masterplan document
	(a) Programmes under capital expenditure:	-	-	-	-	NA	
	Capital expenditure from PPSU	1	2000000	1	1881158	NA	
	Capital expenditure from PCGG	1	1600000	1	1550099	NA	
	(a) Total of capital expenditure programme	1	3600000	1	3431257	NA	

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
	(b) Programs under current expenditure:	-	-	-	-	NA	
	Program Current expenditure from PPSU	1	70200000	1	3110633	NA	
	Program Current expenditure from PCGG	1	54600000	1	19431475	NA	
	Program Current expenditure total	1	124800000	1	22542108	NA	
	(c) Total program expenses (a + b)	1	128400000	1	25973365	NA	
	(d) Consumption expenses	1	4100000	1	1588288	NA	
	(e) Office operating expenses	1	6300000	1	3123883	NA	
	(f) Total expenses (c + d + e)	1	138800000	1	30685536	NA	
	Gandaki	-	-	-	-	NA	
	(a) Programmes under capital expenditure:	-	-	-	-	NA	
1	Machinery and equipment	1	1500	-	-	NA	
2	Machinery and equipment	1	1700	1	1688	NA	
	Programmes under capital expenditure total	1	3200	1	1688	NA	
	(b) Programmes under current expenditure:	-	-	-	-	NA	
1	Policy and laws formulations	1	518	1	258	Output 4	Act formulated
2	Policies and laws audit to make GEDSI friendly	1	500	-	-	Output 4	Formulated evaluation report document
3	Post legislature audit	1	500	-	-	Output 4	Document formulated study report
4	Policy dialogue with LGs	5	500	-	-	Output 4	Interaction event
5	Inter and Intra-ectoral Committee meeting	1	500	-	-	Output 4	Meeting event
6	PLGSP Steering Committee meeting	2	600	2	391	Output 4	Meeting event
7	Good practices sharing among LGs	1	500	1	307	Output 4	PLG workshop event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
8	Meeting/monitoring support to Provincial Monitoring Committee	4	800	-	-	Output 4	PLG workshop event
9	Planning, policy and monitoring capacity development of provincial staff	2	500	-	-	Output 4	Staff training event
10	Implementation of Province CD Action plan (support to ministries)	1	2000	-	-	Output 4	PG ministries institutions
11	Inter-province benchmarking practice visit	1	500	1	6	Output 4	Exposure visit
12	Province Coordination Council meeting	2	800	1	233	Output 4	Meeting event
13	Province Assembly Committee Interaction	1	400	1	400	Output 4	Interaction event
14	Federalism Dialogue (issue based)	1	500	1	259	Output 4	Interaction event
15	Rewarding the Best performer LGs based on LISA, FRA, LED scoring in collaboration with LG Associations	1	500	-	-	Output 4	LG institutions
16	Public Hearing to provincial offices at district level	2	500	2	440	Output 4	Public hearing event
17	Citizen Satisfaction Survey of sampled provincial offices	5	500	5	415	Output 4	PG institutions
18	Orientation of Provincial Personal Information system	1	500	1	234	Output 4	Staff training event
19	Sheetroll collection, PIS inventory and record management	1	500	1	468	Output 4	PG institutions
20	Capacity Development of Province Personal Records Section/ Province Nijamati Kitabkhana (logistics, training, exposure)	1	1000	1	868	Output 4	PG institutions
21	RTI LG level Monitoring Committee Meeting	2	200	-	-	Output 4	Meeting event
22	Support to Provincial Audit Arrears Clearance Monitoring Committee,	1	200	-	-	Output 4	Meeting event
23	Organization and Management Survey of Province	1	500	-	-	Output 4	Document formulated study report

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
24	Support to Province Public Service Commission (system, talent hunt)	1	1400	-	-	Output 4	Developed system
25	Leadership transformation workshop to female staffs of the province	1	500	-	-	Output 4	Interaction event
26	Management skill transfer training to support level female staffs	1	500	-	-	Output 4	Interaction event
27	GEDSI Code of conduct formulation, implementation	1	200	1	21	Output 4	Code of conduct document
28	Review of implementation of GEDSI audit action plan of previous fiscal year	1	100	-	-	Output 4	Interaction event
29	GEDSI focal persons review/reflection meeting	10	500	-	-	Output 4	Meeting event
30	Implementation of GEDSI Action Plan activities	1	1000	-	-	Output 4	Logistic support
31	GRB audit of selected provincial Ministries	1	300	-	-	Output 4	PG GRB audit document
32	ICT lab support to LGs for improved quality services for digital learning to schools	5	2500	-	-	Output 4	Logistic support
33	Operational support to online monitoring system	1	500	1	485	Output 4	Staff workshop event
34	Implementation of e-Governance Master plan (IT staff training, hardware and software support to province)	1	1500	1	18	Output 4	Logistic support
35	Monitoring of RTI implementation at LGs	1	400	-	-	Output 4	Workshop event
36	PFRA implementation, review, follow ups	1	300	1	260	Output 4	Meeting event
37	Tourism Management Information System (TMIS) development	1	800	-	-	Output 4	Developed system
38	Interaction and Capacity Building Programme with Persons with Disabilities	1	500	-	-	Output 4	Interaction event
39	Administrative Coordination Committee meeting (Principal Secretary/Secretaries and DCO, CAO)	1	1000	-	-	Output 5	Interaction event
40	Legal Facilitator support to the LGs (Budgetary)	1	10000	1	9998	Output 5	HR support

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
41	Dialogues on Horizontal Collaboration, coordination on Tourism management, Economic Corridor, Waste management	1	500	-	-	Output 5	Workshop event
42	CM interaction with DCC Chief, Dy Chief and DCO	1	500	-	-	Output 5	Interaction event
43	Interaction with CM and Cabinet ministers with LGs Chief in contemporary issues (collaborative planning, budgeting, implementation, legislation, staff)	1	1000	-	-	Output 5	Interaction event
44	Interaction with parliament Legislative committee with LGs Legislative committee and public audit committee	1	500	-	-	Output 5	Interaction event
45	Strengthening the Monitoring and supervision Committee of LGs	2	1000	-	-	Output 5	Workshop event
46	Orientation, proposal writing training on IPF to P/LGs	4	1000	4	400	Output 5	Staff orientation event
47	Proposal selection, agreement and implementation support/ backstopping and meetings on IPF	1	500	1	298	Output 5	Meeting event
48	Experience sharing, Interaction, review meetings, site visit on IPF	1	500	1	117	Output 5	Interaction event
49	IPF for schemes	4	60000	4	289	Output 5	IPF project
50	Documentation, publication and dissemination of Previous IPF and CM IPP projects	1	500	-	-	Output 5	Document_ formulated
51	Support to remote LGs for strengthening their safe and inclusive Health system by equipments, tools	1	2000	-	-	Output 5	Logistic support
52	Operation Cost	-	6529	-	6268	NA	
53	Service Entry Training	6	2400	1	61	Output 4	Staff training event
54	IN-Service Training	4	4800	2	1035	Output 4	Staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
55	Training to PG level staff on TOR writing.	1	500	1	163	Output 4	Staff training event
56	Orientation on Diplomacy and Hospitality management to Ministers, Chairperson of Thematic Committees of Parliament and Provincial Secretaries	1	700	-	-	Output 4	ER training event
57	EIA & IEE training to PG staff	1	500	1	168	Output 4	Staff training event
58	Public Procurement Training to PG staff	4	1000	2	501	Output 6	Staff training event
59	Public Procurement Training to PG staff	4	1000	-	-	Output 6	Staff training event
60	Website renewal and updating	1	200	-	-	Output 6	Updated system
61	Prepare Standard Operating Procedure for Office Administration	1	500	-	-	Output 6	Learning modules (document)
62	Capacity Development training for GPTA staff	1	500	-	-	Output 6	Staff training event
63	Learning Sharing Visit of GPTA staff	1	500	-	-	Output 6	Exposure visit
64	Publication of Training Resource Materials/ Learning Materials	2	1000	-	-	Output 6	Knowledge product publication
65	Equipment for the Training Halls	1	1500	-	-	Output 6	Logistic support
66	Develop Training Information Management System of GPTA	1	500	1	130	Output 6	Developed system
67	GESI audit of GPTA	1	500	-	-	Output 6	PG GRB audit document
68	Study on Implementation of Various Plans prepared by LGs.	1	1000	-	-	Output 7	Formulated evaluation report document

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
69	Refresher/follow up training/interactions/Quality Assurance for FRA & LISA implementation	3	1800	-	-	Output 7	LG LISA assessment event
70	Interaction with LGs representatives and staff on Internal Control System	2	1200	-	-	Output 7	Staff ER workshop event
71	Dialogue Program with members of Judiciary Committees on the issues arise during judicial procedure	3	1200	2	651	Output 7	Staff ER workshop event
72	Orientation on disable friendly local governance	3	1200	1	150	Output 7	ER staff training event
73	Training on GESI friendly legal system and psychosocial support for Judicial Committee of LGs	3	1800	1	458	Output 7	ER staff training event
74	Interaction with LGs on Code of conduct against the GBV	3	1200	-	-	Output 7	Staff ER workshop event
75	Child Protection training to Child Right Officer of LGs	3	1200	2	464	Output 7	Staff training event
76	Training to Female ward members on GESI	1	1000	1	478	Output 7	Staff training event
77	Training to elected representatives and staff of LGs on Fiscal Discipline and Audit Arrear	3	1500	-	-	Output 7	ER staff training event
78	Capacity Development Training for DCC members	1	500	1	290	Output 7	ER training event
79	Vital Event Registration training for Ward Secretories of LGs	6	2400	6	1208	Output 7	Staff training event
80	Public Procurement Training to elected representatives and staff of LGs	3	1500	1	232	Output 7	ER staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
81	Training for Spokesperson of LGs	3	1200	-	-	Output 8	Staff training event
82	Revenue Management training to the Revenue Advisory Committee of LGs	3	1800	-	-	Output 8	ER staff training event
83	Refresher Training/ interaction on Mid Term Expenditure Framework for elected representatives and officials of LGs	3	1500	-	-	Output 8	Staff training event
84	Training on participatory planning process and monitoring for ward committee members	8	1200	-	-	Output 8	ER staff training event
85	GESI training to women representatives member of ward committee	5	800	-	-	Output 8	ER training event
86	Local Economic Development training for elected representatives of LGs	4	800	4	674	Output 9	ER training event
87	Training to CBOs	4	800	4	335	NA	Staff training event
88	Total Operational Cost	-	400	-	890	NA	
89	(c) Total program expenses (a + b)	-	155347	-	32008	NA	
	<b>Lumbini</b>	-	-	-	-	<b>NA</b>	
1	Programmes under capital expenditure:	-	-	-	-	NA	
2	Machinery and equipment	1	500	1	500	NA	
3	Furniture and Fixtures	1	100	1	97	NA	
4	Machinery and Equipment	1	400	1	400	NA	
5	Furniture and Fixtures	1	200	1	199	NA	
6	Total of capital expenditure program	4	1200	4	1196	NA	
7	Programs under current expenditure:	-	-	-	-	NA	

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
8	Orientation and workshop on integrated office management system at the provincial level and other systems, websites, and services provided by the Government of Nepal/Department of Information Technology	2	1000	2	539	Output 4	Staff workshop event
9	Provincial-level interaction program between three tiers of government in the areas of information technology, e-governance, and data management and coordination (elected representatives and employees)	1	1000	-	-	Output 4	Stakeholder consultation event
10	Orientation, evaluation, and review support related to Provincial Financial Risk Assessment (PFRA)	1	500	1	388	Output 4	Staff workshop event
11	Assistance in the formulation of provincial government policies, laws, regulations, procedures, and plans	1	1000	1	730	Output 4	Document formulated
12	Provincial Ministry's GESI Audit and Review of audit reports	1	800	1	792	Output 4	GESI audit document
13	Workshops on GESI/GRB/Gender Based Violence reduction for Provincial staff (Provincial and District level office)	3	1200	3	1170	Output 4	Staff workshop event
14	Orientation on internal control system for provincial ministries	1	500	1	484	Output 4	Staff workshop event
15	Government Enterprise Architecture Audit and information technology audit and review of provincial and local offices (with sample of 2 provincial offices and 3 local levels - Sub-Metropolitan, Municipality, and Rural Municipality)	5	500	-	-	Output 4	PG ministries institutions
16	Dialogue program on governance reforms and good governance at the provincial level (province, local level associations, development partners, civil society)	1	1000	-	-	Output 5	Stakeholder workshop event
17	Issue-based inter-provincial dialogue program	1	1000	-	-	Output 5	Stakeholder workshop event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
18	Best practice exchange program at the provincial level (province and local level)	1	1000	1	-	Output 5	Interaction event
19	Analytical review and feedback collection Workshop on LISA, FRA, and other assessment systems at the provincial level	1	1000	1	452	Output 5	Interaction event
20	Meeting of the Provincial Coordination Committee (PLGSP-PCC)	3	1200	1	-	Output 5	Meeting event
21	Interaction on development issues between provincial and local governments and joint monitoring of programs operated by the provincial government (including members of the Provincial Coordination Committee)	4	1600	-	64	Output 5	Monitoring visit
22	Coordination meeting with development partner organizations	1	500	-	-	Output 5	Meeting event
23	Notice publication, feasibility study, technical evaluation, orientation, and workshop related to the Innovation Partnership Program	1	2000	1	1247	Output 5	Notice for IPF
24	Innovation Partnership Program	1	70000	1	-	Output 5	IPF awarded
25	Operation Cost	1	4840	1	3104	NA	Operational expenses
26	Three-day capacity building training on performance management for officer-level employees working in the Provincial Good Governance Center and Provincial Ministries	1	600	1	600	Output 4	Staff training event
27	Coordination meeting with stakeholders related to capacity development within the province	1	100	1	100	Output 4	Stakeholder consultation event
28	Curriculum development for in-service training for officer-level employees of the sixth tier	1	500	1	496	Output 6	Training module document
29	Publishing the annual progress report of the Provincial Good Governance Center	1	300	1	297	Output 6	Knowledge product publication
30	Preparation of economic and administrative procedures of the Provincial Good Governance Center	1	200	-	-	Output 6	Guideline formulated

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
31	Analyzing the implementation status of periodic plans made by local levels with the coordination of the Provincial Planning Commission, and capacity development and revenue improvement action plans in coordination with the Ministry of Economic Affairs	1	500	-	-	Output 9	Document formulated study report
32	Implementation training based on the analysis of the revenue improvement action plan for members of the Revenue Consultation Committee and revenue branch employees of local levels	6	3600	6	3589	Output 7	ER staff training event
33	Orientation on self/assessment based on the online system for chief administrative officers, employees, and representatives of local levels	4	2400	4	2108	Output 7	Staff ER orientation event
34	Training of trainers for local level employees to implement the internal control system systematically based on demand	2	1200	2	1112	Output 7	Staff ToT event
35	Assistance in the preparation of Medium-Term Expenditure Framework (MTEF) for local levels that receive minimum scores in LISA and FRA indexes and have not yet developed MTEF	10	2000	10	1975	Output 7	MTEF document
36	Assistance in creating a revenue improvement action plan for local levels in coordination with the Ministry of Economic Affairs	10	5000	-	-	Output 9	RIAP document
37	Conducting trainer training and preparing resource persons for the institutional development of public hearings at the local level	1	500	1	498	Output 8	Staff ToT event
38	Interaction program on common issues between the heads of the provincial and local governments (CM Mayors Dialogue Forum)	1	500	1	429	Output 9	Interaction event
39	Orientation support program on gender-responsive budgeting at the local level for members of the local executive and branch chiefs	20	2000	20	1990	Output 8	Staff ER orientation event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
40	Collaborating with local levels and coordinating with the Provincial Ministry of Women for the declaration of child-friendly local levels	3	1200	3	1190	Output 8	LG institutions
41	Study on the implementation status of GESI strategy and GESI assessment report prepared by local levels with the support of the Provincial Good Governance Center	1	500	1	494	Output 8	Document formulated study report
42	Training on public procurement for employees of district-based sectoral offices of the provincial government (EGP)	2	1400	2	1195	Output 4	Staff training event
43	Service entry training for newly appointed employees of the provincial government	4	2800	4	2799	Output 4	PG pre-service event
44	In-service training for provincial government employees	2	2400	2	2397	Output 4	PG in-service event
45	Law-making training for members of the legislative committees of the provincial assembly	1	600	-	-	Output 4	ER training event
46	Information technology training for provincial government employees	1	500	1	498	Output 4	Staff training event
47	Training on public procurement and EGP for local level employees	3	1800	3	1660	Output 7	Staff training event
48	Orientation training on policy, planning, and law formulation for mayors/deputy mayors/chairpersons/vice-chairpersons of local levels	6	3000	6	2844	Output 7	Event orientation
49	Capacity building training on information technology for local level employees	3	1800	3	1603	Output 7	Staff training event
50	Service entry training for newly appointed employees of local levels	5	3500	5	3499	Output 7	LG pre-service event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
51	In-service training for local level employees	2	2400	2	2398	Output 7	LG in-service event
52	Capacity building training on monitoring, supervision, roles, and responsibilities for elected representatives of the District Coordination Committee	1	500	1	490	Output 7	ER training event
53	Transformative leadership training for Dalit women members of the executive	6	2400	6	2399	Output 8	ER training event
54	Training on decision implementation and decision writing for employees working in the judicial committee secretariat of local levels and expert support to the network	2	1200	2	1137	Output 7	Expert mobilization support
55	Training on results-based monitoring and evaluation for coordinators, officials, and employees of local level monitoring committees	2	1200	2	1181	Output 7	ER staff training event
56	Office operation expenses of PCGG	1	4465	1	3994	NA	Operational expenses
57	Current expenditure program total	135	141705	107	51946	NA	
58	(c) Total program expenses (a + b)	139	142905	111	53142	NA	
59	(d) Consumption expenses	-	-	-	-	NA	
60	(e) Office operating expenses	-	-	-	-	NA	
61	(f) Total expenses (c + d + e)	139	142905	111	53142	NA	
	<b>Karnali</b>	-	-	-	-	NA	
1	Support to formulate/review law of Provincial and Local government( Laws , regulation, policy and strategy , guideline .etc )	8	1600	-		Output 4	Document_Law
2	Conduct orientation on post parliamentary scrutiny , mock parliament and law making for Provincial Assembly Members	2	900	-		Output 4	Orientations

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
3	Orientation on provincial laws workshop at provincial level	1	500	-		Output 4	Orientations
4	Strengthen capacity building on provincial planning process to provincial authorities and stakeholders	1	300	1	239	Output 4	One PLMBIS training event for provincial government staff
5	Organize workshop on fiduciary risk reduction action plan (FRRAP) to PG officials	1	300	-		Output 4	Workshop report
6	Mentors mobilization in ministries of province government for facilitation on settlement of audit arrear	1	500	-		Output 4	Mobilization support
7	Orientation on public procurement management/e-GP system for employees of districts and directorate level of province government	3	900	3	789	Output 4	Three e-GP training events for PLG staff
8	Capacity development on internal audit, internal control system, of employees of ministry, directorate and district level of PG	3	900	2	341	Output 4	Two internal audit and internal control system training events for LG staff
9	Workshop on PAMS/CGAS/ AAMIS /PFRA .etc of PFM system, to employees of province level	3	900	3	731	Output 4	Three revised PAMS module training events for PLG staff
10	Support to public account committee, Audit arrear settlement committee and Internal control committee of province for enactiveness	1	500	-		Output 4	Support
11	Interaction program among CIAA, OAG and employees and representatives of LGs and PG, on issues of audit arrear, corruption and irregularities	1	350	-		Output 4	Interaction programme
12	GESI audit of all PG ministries	10	1500	-		Output 4	GESI audit

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
13	Establishment and rollout of Government office automation and services delivered from Department of Information Technology at Province level	1	500	-		Output 4	Office system automation
14	Interaction workshop (2 days) of IT officers – 1 event (best practices about IT and e-governance, issues and challenges)	1	500	-		Output 4	Workshop report
15	IT training on Provincial Ministries Computer Officer, computer operator	1	350	1	338	Output 4	Four-day IT training on new systems for PG staff
16	Exposure vist for employess of PPIU	1	500	1	297	Output 4	OCMCM/PLGSP leadership visit to Lumbini and Gandaki Provinces
17	Support on ICT for provincial ministries and directorates	1	600	1	480	Output 4	IT facilitator for ICT support at OCMCM and PG offices
18	Discussion on issue based Dialogue on fiscal federalism , Revnue sharing , LED, E- governance , Innovation , GESI mainstreaming , Local government performance based grant system of PG , Law making , civic engagement in planning process at LG etc with collabration ADCCN, NARMIN, MuAN	4	1200	-		Output 5	Dialogue on fiscal federalism
19	Support to develop spatial plan for LGs	2	4000	-		Output 5	
20	Institutional capacity development of PCC on dispute settlemet	1	300	-		Output 5	
21	Provincial Coordination Council meeting	2	900	1	126	Output 5	PCC event under the chairship of the Chief Minister

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
22	Provincial Steering Committee (PSC)meeting	3	900	2	410	Output 5	Two PSC events under the chairship of the Chief Minister, including PASIPB approval and directive for coordinated PLGSP implementation
23	Workshop of best practices and learnings of LGs	2	2000	-		Output 5	
24	Coordination meeting with Province level ADCCN, NARMIN and MUAN members.	2	700	1	352	Output 5	Coordination and capacity-building event with LG association
25	prepare procedures for innovative projects at the province level and establish innovative project bank for investment demonstration	1	500	-		Output 5	
26	Capacity development of LGs with collaboration of MUAAN, NARMIN, ADCCN and related stakeholders for innovative project proposal formulation and IPF Orientation	2	800	1	714	Output 5	
27	Implementation of IPF projects in LGs	1	45000	-		Output 5	
28	IPF technical committee meeting and Monitoring of IPF schemes	3	300	3	246	Output 5	Three IPF monitoring visits by OCMCM leadership
29	Interaction program on coordination in ICT & E-governance areas within three tiers of governments	1	300	-		Output 5	

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
30	Learning Sharing program of GESI focal persons	1	300	2	179	Output 5	GESI sharing and capacity building for focal persons of PGs
31	Operational Expenses	1	3785	1	2245	NA	Operational expenses
32	Capital Expenses	1	500	1	495	NA	Capital expenditure
33		-	73085	24	7982	NA	
34	Bridge course training for KPTA staff	1	500	-		Output 7	Training
35	Inter -province learning sharing exposure visit	1	500	1	338	Output 7	Provincial exchange visit
36	Quarterly review and coordination between stakeholders	4	240	1	30	Output 7	Coordination meeting with KPTA stakeholders
37	Impact evaluation review/ workshop of capacity development programme conducted by KPTA	2	1000	-		Output 7	Evaluation
38	LISA and FRA implementation follow-up /training/Interaction and feedback	3	1500	-		Output 7	Training
39	Support/follow-up/workshop with LGs representatives and staff to planning and implementation of MTEF at LG level.	4	2000	-		Output 7	Workshop report
40	Orientation on Internal Control System(ICS) of LGs and facilitation support to prepare ICS guideline.	3	2100	-		Output 7	Orientations

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
41	Capacity Development for GESI Focal Person through ToT and workshops.	4	2000	3	1245	Output 7	Three capacity building trainings for LG GESI focals
42	Transformative and GESI mainstreaming training to LG representatives.	10	1000	5	458	Output 7	Five transformative leadership and GESI mainstreaming trainings for LG elected representatives
43	Orientation on GRB audit of LGs	4	2800	4	2376	Output 7	Four GRB coding trainings for LG staffs
44	Induction training for newly appointed staff of province and local level(Assistant and Officer Level)	4	3200	5	2602	Output 7	Four induction trainings for PLG officers and one for assistant level
45	In-Service training for newly appointed staff of province and local level(Assistant and Officer Level)	3	4500	2	2567	Output 7	Two in-service training for PLG officers
46	Training on Law making process to representatives and officials of LGs.	10	1000	-		Output 7	Training
47	Orientation on mediation and legal performance to Judicial committee members of LGs.	10	1000	-		Output 7	Orientations
48	Capacity Development on settlement and ward level planning process (Coaching, mentoring, mobile team mobilization and simulation)	10	2000	-		Output 7	CD event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
49	Training to KPTA staff on research and consulting service management.	1	500	1		Output 7	KPTA's research and consulting training for its and PG officials
50	Demand based capacity development trainings	5	1800	1	61	Output 7	Demand-based training for LG in Aathbiskot, Rukum
51	Training need Assessment	1	1500	-		Output 7	Training
52	Traning to ward chairpersons and ward secretary on Sifaris, social security, vital registration and Sarjhmin	4	2000	-		Output 8	Training
53	Learning sharing workshop on Good practices of Innovative Local Economic Development between LGs	2	1000	-		Output 8	Workshop report
54	Training to ITOs on ICT based service delivery in LGs	4	2000	2	1669	Output 8	Two four-day LG ITO trainings
55	Capacity Development training to technical staff of LGs on building code	5	2500	1	300	Output 8	Building code training for engi-neers
56	Mobile team mobilization (MT)for effective implementation of local level planning process of LGs(Periodic Plan,CD Plan, RIAP and LED Plan)	10	1000	-		Output 8	Mobilization
57	1 Day Community of Practices (CoP)/interaction with representatives and staff to identify issues and solution	10	1000	-		Output 8	Intraction programme
58	Promotional activities related to Good Governance and prevention of corruption at the local level.	3	1500	-		Output 8	Events
59	Capacity development programme related to local level periodic plan (ToT, orientation, worksho and on-sight coaching)	6	3000	-		Output 8	CD event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
60	Capacity development programme related to local level CD Plan (ToT, orientation, worksho and on-sight coaching)	6	3000	-		Output 8	CD event
61	Capacity development programme related to local RIAP (ToT, orientation, worksho and on-sight coaching)	6	3000	-		Output 8	CD event
62	Orientation on Social Accountability tools implementation (Public hearing , socila audit,PETS, CSCR etc.) to LGs.	4	2800	-		Output 9	Orientaions
63	Capacity development training to community mediators (8 Days)	2	2000	-		Output 9	CD event
64	Capcity development training to CD focal persons to implementation of CD Plan.	3	1500	-		Output 9	CD event
65	Capacity development training to Tole Bikash Sanstha (TLOs)	2	1000	-		Output 9	CD event
66	One Stop Service Delivery (OSSD) center establish and support to operationalize OSSD at local level	2	2000	-		Output 9	OSSD support
67	Develop training manuals and curriculum	3	1500	-		Output 9	Manual document
68	Monthly publication and broadcasting of KPTA activities.	12	600	-		Output 9	Knowledge product publication
69	Video documnetary of KPTA	1	500	-		Output 9	KM video
70	Quarterly bulletin publication of KPTA	4	400	-		Output 9	Knowledge product publication
71	Operational Expenses	1	5930	1	5610	NA	
72	Capital Expenses	1	1000	1	950	NA	
	<b>Total Budget</b>	-	<b>141455</b>	-	<b>18206</b>	<b>NA</b>	
	<b>Sudharpashim</b>	-	-	-	-	<b>NA</b>	
1	Programs under capital expenditure:	-	-	-	-	NA	
2	Machinery and Equipments	4	500	4	488	NA	Operational expenses

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
3	Furniture and Fixtures	14	500	14	404	NA	Operational expenses
4	Machinery and Equipments	3	500	3	500	NA	Operational expenses
5	Furniture and Fixtures	10	500	10	492	NA	Operational expenses
6	Total of capital expenditure program (a)	-	2000	-	1884	NA	
7	Programs under current expenditure:	-	-	-	-	NA	
8	Electricity	7	360	7	360	NA	Operational expenses
9	Water (Jar, Bottle)	7	200	7	133	NA	Operational expenses
10	Communication	7	100	7	58	NA	Operational expenses
11	Fule	7	240	7	236	NA	Operational expenses
12	Stationery	7	480	7	477	NA	Operational expenses
13	Printing and notice	7	500	7	195	NA	Operational expenses
14	Other office operation cost	7	420	7	419	NA	Operational expenses
15	Contractual service	1	800	1	59	NA	Operational expenses
16	Formulate province laws (Acts, Regulations, Directives etc.)	2	1000	1	162	Output 4	Document formulated
17	Review the existing province laws (Acts, regulations, procedures, guidelines.)	1	2000	-		Output 4	Reviewed law document

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
18	Conduct an orientation to Provincial Assembly / Thematic Committee Members on law drafting process	1	1000	-		Output 4	Event orientation
19	Conduct programme on strengthening interrelations between province and local level	9	4500	1	941	Output 4	PLG workshop event
20	Prepare and publish the GESI status report of PG (Based on GESI Audit)	1	500	-		Output 4	GESI audit document
21	Provide support to the Provincial Coordination Council (holding meeting, implementing decisions)	2	600	-		Output 4	Meeting event
22	Organize the Provincial Coordination Committee Meeting of PLGSP	3	300	2	252	Output 4	Meeting event
23	Support in strengthening the grievance handling management system (Hello CM)	2	1000	-		Output 4	Technical support
24	Conduct an orientation to PG staff on the provision and procedure related to public hearing	1	300	-		Output 4	Staff orientation event
25	Support to PG in SDGs localization (SDGs localization report preparation and publication)	1	1500	-		Output 4	Document formulated study report
26	Conduct a sharing workshop on good practices of PG and DPs working in the province	1	500	1	149	Output 4	Stakeholder consultation event
27	Conduct an orientation to GESI focal persons of PG on GESI audit	1	500	1	49	Output 4	Staff orientation event
28	Conduct an interaction/ workshop between PG and LGs on concurrent rights, intergovernmental relations and coordination (Including topics on Intergovernmental coordination, collaboration and interrelations regarding federalism implementation)	1	1000	-		Output 4	PLG workshop event
29	Organize the joint monitoring and evaluation of the activities of PG and PLGSP	2	1000	-		Output 4	Monitoring visit
30	Conduct the citizen survey of any four selected offices of PG	1	2000	-		Output 4	PG institutions

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
31	Conduct an interaction/ discourse on inclusive governance system	2	2000	-		Output 5	Interaction event
32	Support in strengthening the Government Integrated Office Management System (GIOMS) including system and service establishment	3	900	-		Output 5	Staff orientation event
33	Conduct the planning and periodic review workshop (Annual and trimester) of PLGSP (PPIU and PCGG)	3	750	-		Output 5	Meeting event
34	Strengthen IT based information management system in PGs (Various systems including websites, profile, portal, etc. upgrade/ update, operation and technical support	3	1800	-		Output 5	Updated system
35	Organize inter-province experience sharing/study visit of PG officials	1	800	1	237	Output 5	Exposure visit
36	Support in preparation of the Revenue Improvement Action Plan (RIAP) of PG	1	2000	-		Output 5	RIAP document
37	Conduct trainings/ orientations on IT systems operation and management to PG Staff	2	800	-		Output 5	Staff orientation event
38	Strengthen IT based information management system in PGs (PG level programmes/projects of provincial stakeholders - mapping/tracking system development)	1	500	-		Output 5	Developed system
39	Conduct a study on economic potentialities of the province	1	2000	-		Output 5	Document formulated study report
40	Conduct interaction programmes on the IT/ e-governance and data management related efforts at LGs	3	1500	1	425	Output 4	Interaction event
41	Conduct a provincial level learning sharing workshop for with deputy mayors and vice chairs of LGs on learning sharing related to monitoring and evaluation	1	1500	1	409	Output 5	Interaction event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
42	Conduct orientations to the staff of PG (Ministries) and subordinate offices on the systems/ provisions on monitoring and evaluation developed in the province	3	1100	-		Output 4	Staff orientation event
43	Programme visit	1	500	1	469	NA	
44	Miscellaneous	1	600	1	514	NA	
45	Office Assistant (Contractual)	3	1200	3	1110	NA	Operational expenses
46	Electricity	12	300	12	300	NA	Operational expenses
47	Telephone expenses	12	200	12	-	NA	Operational expenses
48	Fule-Four wheeler	12	500	12	497	NA	Operational expenses
49	Maintenance cost (Light vehicles)	12	300	12	190	NA	Operational expenses
50	Maintennace cost (Machinery)	12	200	12	200	NA	Operational expenses
51	Newspaper, printing and notice	12	362	12	349	NA	Operational expenses
52	Office materials and operation cost	12	1000	12	999	NA	Operational expenses
53	Miscellaneous for office operation	12	300	12	300	NA	Operational expenses
54		12	200	12	200	NA	Operational expenses
55	Workshops on Issue-based dialogues related to LG periodic plans, CD plans and revenue improvement action plans.	9	4500	8	3097	Output 7	Meeting event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
56	Organize / conduct Internal Control System Orientations (with model ICS procedure) for the LG Elected representative and staff (3 person / each LG)	4	3600	3	1489	Output 7	Staff ER orientation event
57	Follow up /monitoring / interaction and quality assessment of LISA and FRA implementation	10	3500	9	3006	Output 7	Staff ER workshop event
58	Accountability tools at the local level such as: Public Audit, Public Hearing (with model procedures) and Social Audit implementation orientation	3	2100	3	2077	Output 9	Staff ER orientation event
59	Conduct follow up / training / interaction on midium-term expenditure framework (MTEF) for the elected representaives and staff at local level.	3	2700	5	2534	Output 7	Staff ER orientation event
60	Conduct inclusive annual program and budgeting workshops for the elected representatives and staff at local level.	9	4500	13	3317	Output 8	Staff ER workshop event
61	Organize/conduct Gender Responsive Budgeting workshop for the elected representatives and staff at local level.	6	3000	5	2097	Output 9	Staff ER workshop event
62	Conduct In-service training to PG staff.	2	3200	3	3108	Output 8	PG in-service event
63	Conduct In-service training to LG staff.	5	8000	5	7951	Output 8	LG in-service event
64	Conduct service-entry training to government staff at local level.	4	3000	2	1426	Output 8	LG pre-service event
65	Organize / conduct trainings based on the findings of LISA and LG capacity develop plans along with other contemporary demands for LG representatives and staff.	4	3600	2	777	Output 8	ER training event
66	Organize and conduct various CD training based on the demands at PG level.	6	3000	4	2503	Output 4	ER training event
67	Provide mobile expert services at the local level for the effective implementation of plans (periodic plans, CD plans, RIAP, MTEF and Public Procurement).	20	2000	5	1403	Output 7	Expert mobilization support

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
68	Organize / conduct Local Economic Development (LED) training for the elected reps and staff at the local level.	4	3600	3	1732	Output 7	ER training event
69	Organize/conduct GESI strategy / GESI audit planning follow up / workshops.	6	3000	6	2790	Output 8	Staff ER workshop event
70	Conduct GESI-service training to GESI Audit-LG staff.	15	3000	13	2115	Output 9	LG GESI audit document
71	Organize/conduct strategy / audit planning follow up / trainings.	3	2400	3	2200	Output 9	ER training event
72	Workshop on roles, responsibilities and vertical cooperation of local level assemblies and executive committees	4	2800	4	2800	Output 9	Staff ER workshop event
73	Conduct capacity development training to judicial committee members at the district level in coordination with Nepal Bar Council on judicial functions (judicial performance).	5	3500	5	3277	Output 8	Staff ER workshop event
74	Conduct training to the LG elected reps and staff on performance-focused conflict management, stress management and inter-personal relationship management in coordination and collaboration of NARMIN and MuAN.	3	2700	1	2613	Output 9	Staff ER workshop event
75	Orientation/Workshop to ADCCN representatives on Monitoring	1	2700	1	1849	Output 9	Staff ER workshop event
76	Conduct training on climate resilience and disaster risk management training to staff at the local level.	4	2800	3	1261	Output 8	ER training event
77	Organize / conduct demand-based trainings for the LG staff working in education, agriculture and health sections.	5	3500	4	2360	Output 8	ER training event
78	Organize / conduct capacity development trainings to enhance the capacity of the technical staff under PLGSP program (PPIU and PCGG)	1	700	1	600	Output 6	ER training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/ milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		
79	Organize / conduct demand-based capacity development trainings to enhance the capacity of OCMCM members and staff working at the Secretariate.	2	1500	2	896	Output 6	ER training event
80	Training / workshop to mayors of the municipalities and chairpersons of the rural municipality on leadership development and management.	3	3000	1	2723	Output 8	Staff ER workshop event
81	Organize / conduct capacity development trainings for elected Dalit and marginalized members at the local level.	3	1800	4	1778	Output 9	Staff ER workshop event
82	Conduct demand-based orientations on participatory planning and budgeting procedures for the members of local level ward committees and Tole Committees.	3	2100	3	1775	Output 7	Staff ER orientation event
83	Organize / conduct a training on Public Procurement (e-bidding) for the PG level engineers and Admin Section Heads.	1	700	1	641	Output 7	Staff training event
84	Organize / conduct orientations on the roles and responsibilities of the provincial council members; and on stress management, time management, positive thinking, communication and presentation skills.	2	2000	4	1684	Output 4	Staff ER orientation event
85	Organize / conduct demand-based trainings for the IT officers	3	3300	4	3083	Output 8	ER staff training event
86	Conduct capacity development trainings for internal auditors at the local level.	2	1400	2	800	Output 7	ER staff training event
87	Conduct urban planning and designing training for the LG technical staff (engineers and sub-engineers etc.).	3	2700	3	2363	Output 8	ER staff training event
88	Conduct community of practices (CoP) / discussions with the participation of elected reps and staff on identified issues and solutions at cluster and local level.	10	1500	9	1339	Output 7	ER staff training event

SN	Activity	Annual target		Annual achievement		Program outputs	Explanation of quantity/milestone
		Quantity	Budget (in thousands)	Quantity	Budget expenditure (in thousands)		

		1	500	1	346	NA	
		1	500	1	425	NA	
	Current expenditure program total (b)	221	140512	153	85920	NA	
	(c) Total program expenses (a + b)	221	142512	153	87804	NA	
	(d) Consumption expenses	-	-	-	-	NA	
	(e) Office operating expenses	-	-	-	-	NA	
	(f) Total expenses (c + d + e)	221	142512	153	87804.104	NA	
		0	0	0	0	NA	

## 5.2 Number reached

Tiers of Government	Nature of Participants	Gender		Ethnicity						Total
		Female	Male	Dalit	Janajati	Madhesi	Muslim	Brahmin and Chhetri	Others	
Provincial government	Elected leaders	60	120	10	36	22	4	106	2	180
	Government employees	408	1704	66	258	236	24	1569	13	2112
Local government	Elected leaders	1525	2422	647	1030	378	37	1843	20	3947
	Government employees	1270	4020	343	664	630	36	3523	32	5290
Others	Community members, CSOs	459	558	143	354	15	1	494	10	1017
<b>Total</b>		<b>3722</b>	<b>8824</b>	<b>1209</b>	<b>2342</b>	<b>1281</b>	<b>102</b>	<b>7535</b>	<b>77</b>	<b>12,546</b>

## 5.3 Budget vs expenditure

	Budget (in thousand)	Expenditure (in thousand)	Utilization
PCU	502,444	367,117	73%
Koshi	143,136	42,725	30%
Madhesh	144,011	17,669	12%
Bagmati	143,201	30,686	21%
Gandaki	155,347	32,089	21%
Lumbini	142,905	53,142	37%
Karnali	141,455	26,185	19%
Sudurpaschim	142,512	87,804	62%
<b>Total (GoN and JFA)</b>	<b>1,515,011</b>	<b>657,416</b>	<b>43%</b>
TA UNDP	299,200	144,093	48%

## 5.4: Process of report preparation and finalization

### 1. Draft sharing and feedback

- Provinces shared their initial draft reports.
- The central team reviewed these drafts and provided comments and feedback for improvement.

### 2. Submission of annual reports

- Provinces revised their drafts accordingly.
- Each province prepared and formally submitted its annual report.

### 3. Compilation of all-province report

- Using the provincial reports and database records, the PCU compiled a comprehensive all-province report.
- This compilation was extensive, covering province-wise details in a large document.

### 4. Analysis and condensed report preparation

- The compiled report was analyzed to extract key findings.
- A shorter version of 65 pages was prepared, consisting of a 15-page narrative and supporting data tables/annexes.

### 5. Internal review and feedback

- The condensed report was shared with the PCU team.
- Inputs and feedback were collected to refine the document further.

### 6. Draft finalization

- The draft was finalized in consultation with the team, including the NPM and Administrative Officer.
- Necessary revisions were incorporated to ensure accuracy and completeness.
- Shared with DPs and comments were addressed.

### 7. Endorsement stage

- The National Program Director reviewed and approved the final report.



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Ministry of Federal Affairs and General Administration  
Provincial and Local Governance Strengthening Programme

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