Strategic Programme Management Meeting
Local Governance and Community Development Programme
LGCDP-II
Chitwan Sauraha
25-27 December

LGCDP Management Meeting

25-27 December, 2014
Sauraha, Chitwan

Organized by

Ministry of Federal Affairs and Local Development
Local Governance and Community Development Program-II

Workshop Summary

Key Outcome of the meeting:

LGCDP Management meeting was organized in Chitwan to settle some of the management issues raised from the Regional Cluster Units and the Output Managers of LGCDP II. This meeting was highly successful to enhance common understanding among RCU, PCU and Output Managers (OM) of LGCDP and formulated joint action points in leadership of OMs thereby created better ownership and commitment for the program implementation. The meeting succeeded to clarify the issues of Local Service Provider's selection; social mobilizer's contract renewal, CAC graduation and expansion; making single reporting system of MoFALD and providing Web based reporting system's access to RCU focal persons; and agreeing to start LDO, Executive Officer's mandatory training from this fiscal year.

The strategic Programme Management Meeting was held in Chitwan Sauraha from 25-27 December 2014. The meeting was organized and attended by 6 Regional Governance and CD Experts, selected Output managers, PCU specialists, 6 representatives of donors along with National Program Manager (NPM) and National Program Director (NPD) of LGCDP-II.

Meeting Process:

Mr. Purshottam Nepal, Programme Manager (NPM) and Under Secretary, Local Governance and Community Development Programme opened the meeting by sharing objectives. Respected Joint Secretary and National Programme Director, Mr. Reshmi Raj Pandey officially welcomed the participants.

The meeting was organized in the context of:

-Delegation of responsibilities and authorities of LGCDP program implementation to respective sections of MoFALD

-Successful National Advisory Committee Meeting;

-Release over 80% of the LGCDP fund to the local bodies;

-Successful completion of Local Level Planning training reaching over 60,000 local stakeholders;

-Realization of need of addressing some of the emerging issues raised in the on-site mentoring sessions carried out on December at 11 sub-clusters of six RCUs involving over 190 LBs and LGCDP professionals;

-MoFALD provided authority to LBs to provide computer and motorcycle for LGCDP professionals;

 -Much needed meeting to boost staff's energy and team spirit for the effective implementation of LGCDP programme in the second and third trimesters.

Following were the main objectives of the meeting:

Overall objective of the meeting was to equip LGCDP with enhanced team spirit for effective implementation of LGCDP II with its full team support of experts, output managers and local bodies. The specific objectives of the meeting were:

a. Discuss on critical thematic issues and agreed on major action points
b. Agreed strategy to minimize the capacity gaps of DGE / UGE.
c. Agreed the process and modality for making unified monitoring and reporting system including LGCDP in WBRS
d. Develop action plan on the basis of actions decided in NAC and previous strategic meetings held in Nagarkot, Balthali and National Consultative Meeting at Godawari.

At the opening of three day workshop, Mr. Reshmi Raj Pandey, National Programme Director (NPD) underlined that the basis of the three day meeting/workshop was harnessing the collaboration within MoFALD sections and strengthening LGCDP II framework. NPD asserted that the workshop served as an effective means of discussing LGCDP II operational and technical assistance issues and find a collaborative way forward. Likewise, following sharing of the objectives of the meeting, NPM highlighted other key discussion points of the meeting alongside agreed agendas - supply side capacity development gap, addressing the gaps of Technical Assistance (TA) staffs, role clarity and delegation of tasks, strategic use of ICT, D/UGEs, strengthening service delivery and mentoring/backstopping issues.

Internal Management Meeting:

 Internal management issues were discussed in the first half of the 1st day. It was an open discussion and sharing session between NPM, NPD and the Regional Governance and Community Development Experts (RGCDEs). The first half discussion was specifically focused on operational, managerial and human

resources issues. RGCDE's highly appreciated the session as they could share pertaining issues with the senior management and some of the critical decisions that needed to be taken immediately.

Feedbacks of onsite mentoring of TA staffs:

The proceedings of day one were objective sharing followed by feedbacks from the participants of the recent on site mentoring and capacity assessing activities of TA staffs. The objective of the onsite mentoring of TA staffs primarily was to assess the capacity gaps, conduct CD assessment and collect feedback to reform the existing Performance Appraisal. It was noted by participants that the onsite mentoring was an effective process to increase horizontal learning. Small group of participants shared on ground realities of working in the field while developing a common understanding/cross learning on some of the key management issues. It was noted that LSP selection and procurement was one of the main discussion areas. Some of the other feedbacks were:

- Sectoral expertise of D/UGEs needed
- Culture of non-training capacity development should be continued
- The interaction was effective in gauging expectation of LDOs/EOs from TA staffs
- Further sensitization of indicators and results of ASIP to the D/UGEs
- Provided forum to compare EOs performance contract with D/UGEs and get better results
- MoFALD representation essential and effective in such mentoring activity
- Individual capacity gaps of D/UGEs and RCU staffs assessed.
- Similar non training activity is recommended to be held by MoFALD with output/outcome managers and LDOs, EOs.

The outcome of the three day meeting resulted in the development of concrete action plan in some of the key issues of output 1, 4, 5 and 7 with a definite timeline that was lead and owned by the respective output managers.

The workshop came to a close at the end of the three day with feedbacks from participants that included DPs. In the end, NPD in his closing remarks appreciated participants' vigorous discussion in underlining significant issues and working together to address those issues.

Participants

A total of 38 participants including LGCDP National Programme Director, National Programme Manager, Output Managers/MoFALD Officials, Section Officers, and PCU Specialists and Development Partners providing technical support to Output 1, 4, 5 and 7 attended the meeting. The regional coordination unit, Pokhara extended logistic support for the meeting.

Day One:

Output wise key management issues/discussions/actions agreed

Output 1 (Social Mobilization)

The key issues for discussion were LSP hiring and selection, LIP/LED, CAC graduation. It was informed that LSP for DDC and Municipality can be same with different focal points. However it does not apply the same for two municipalities. It was discussed that issues on LSP should be dealt district wise. It was suggested that regions shall maintain updated data of main issues and problems regarding LSP hiring. It was discussed that the SM contract extension should not be a unified or one door policy approach but should be addressed in district based on issues.

Day Two:

The discussion focused on LIP and LDE. It was informed although there are more than 15,000 schemes of LIP provided to CACs; the difficulty is maintaining the database. There is a pressing need of developing software to prepare record of the LIP schemes and the beneficiaries. The other pressing need is the LIP training curriculum revision. Other key issues were:

- Support to develop business plan
- Technical support for the continuation of scheme
- Revision of Insurance and interest of the schemes
- Fund and operational policy/framework needed

Major strategic decisions:

- Based on the LSP selection progress till Paush 2071, it will be decided on district wise (refine language as action point). At least one cluster can be provided to same LSP in case of DDC and municipality
- Extension of SM based on LSP selection progress till Paush 2071 and will be decided district wise. No separate SM for LDF program
- Identification of disadvantage groups through Underline causes of Poverty Analysis (UCPA) - information shall be updated from VDC level and archived at District level.
- Regarding alignment of NFE's community learning Centre with CAC and WCF, planning and social mobilization section chiefs will explore possibilities and recommend action point.
- Develop guidelines for selection process and criteria for community volunteer.
- Review and revise the LIP training curriculum

Representative from Donor Partners (DPs) joined the meeting second half of the second day and provided significant input throughout the discussion.

Output 4 (PFM)

Issues for discussion in output 4 were: accounting software, procurement plans, Local FRRAP implementation, LBs sensitization, updates on the used accounting software. It was informed that rolling out of accounting software is the main priority. Based on the feedback from Siraha municipality, roll out in 1000 VDCs. Likewise, it was informed that MToT shall be provided to 100 resource persons of LDTA and LG staffs. It was also mentioned that timely reporting and follow up is essential. Finally, it was emphasized that RCUs should play the monitoring role in all of these activities.

Regarding FRAAP implementation, it was underlined that reporting is the main issue. In this regard, a FRRAP reporting template shall be developed soon with coordination between RCU, planning section, M & E experts, Finance and LGCDP. In order to make the procurement more effective and efficient, it was informed that various steps are in process, such as, e-bidding system, training on procurement plan to be provided in 75 DDCs and 58 municipalities to key staffs. Representative from the Finance section highlighted that the aim is to reduce audit arrears by 10%. For which, refresher training to internal auditors will be provided in 75 DDCs and 58 old municipalities, prepare public expenditure tracking modality and update piloting findings of two districts (Dailekh and Sindhupalchowk). Likewise, the Audit Observation and Record Tracking System (AORTS) shall be started in 75 DDCs in the next fiscal year.

Major strategic decisions:

- Regular reporting system will be established. MToT to 100 resource persons of LDTA and LGs staff on Account Software
- VDC Accounting software to be rolled out in 1000 VDC
- Accrual accounting system will be initiated in selected Municipalities
- Sensitization on Accrual account software to concerned representative of 6 municipalities FMAS /MPS and Concerned Municipality.
- E-bidding system will be introduced
- Training on procurement plan in 75 DDCs and 58 old municipalities' key staff
- Develop TOR to introduce Web Based Accounting System
- Internal audit of all VDCs, 58 Municipalities and devolved sectors will be carried out in stipulated time
- Audit Risks will be minimized by 10 percent
- Public expenditure tracking modality will be prepared
- Audit Observation & Record Tracking System (AORTS) will be started in 75 DDCs from coming Fiscal Year

Output 5 (Capacity Development)

A number of capacity development areas were covered in the discussion- LDO/EOs statutory training, handover notes, MCPM, performance contract, CD strategy, VDC categorization amongst others. It was noted that the recent on site mentoring is a good practice identified in assessing capacity gaps. The action plan to address those gaps should be at both individual and management level. It was also highlighted that VDC staffs capacity development initiative is also a pressing issue.

There was a general consensus on introducing the provision of LDOs/EOs statutory training and handover notes during transfers – augmenting the provision of handover process mentioned in Nijamati Sewa. Likewise, a need basis capacity development of MCPM failure LBs, and CD assessment and analysis were some of the focused area in CD discussion. Additionally, developing and finalizing PRF was also important discussion point.

Major strategic decisions:

- Develop procedure for providing 35 days statutory training for LDOs and EOs. Design curricula and allocate budget in ASIP.
- Develop SOP for augmenting the provision of handover process for LDOs mention in Nijamati Sewa Niyamawali
- Conduct capacity needs assessment and analysis of MCPM failed/poor LBs
- Implement CD Strategy. Develop CD and activities based on CD strategy. Develop annual plan 2015 with budget including CD of municipalities, VDC assistants, TA Staff, LBs.
- Start half yearly performance evaluation of TA Staffs
- Carry out detailed VDC assessment-VDC categorization and revise organogram and reduce secretary's absenteeism
- Carry out capacity development of new municipalities and others including logistic support.

- Review, update and finalize ToR of NPD, NPM, OM and Outcome Coordinators
- Program Recruitment Facility (PRF) - Develop PRF Concept

Output 7 (Integrated Planning and Monitoring)

Result based planning and monitoring was the primary agenda in this output group discussion, and the need to strengthen and address the gap is vital for updated data and unified reporting. Representative from planning section highlighted the pertinent need of capacity building on results based planning and monitoring and periodic plan. Also, a policy review study to develop a clear roadmap to address these challenges in planning, and thereby commission a study. Participants had general consensus on providing backstopping to LBs for result oriented planning. It was also noted that inter and intra agency coordination must be strengthened for effective district periodic plan. Participants also asserted on the need of unified reporting system for effective programme reporting. It was also underlined institutionalizing monitoring and evaluation (WBRS and DPMAS) is an effective tool for result based reporting, thereby should be continued. Representative from planning section also asserted the need for MoFALD's result monitoring guidelines in line with National Planning Commission Guidelines, and align LGCDP's result indicators with MoFALD's M & E framework.

Major strategic decisions:

- Provide backstopping support to LBs for result oriented annual planning-hold high level coordination meeting among Sectoral ministries, NPC and MoFALD to support RB Annual and Periodic Plan
- Review and update DPP and Annual Planning Guidelines-Policy review study to develop a clear roadmap to address these challenges in planning. Sensitize on results based planning and monitoring by designing course contents and recruiting resource team
- Recruit consultant for PDDP desk review - Involve RCU in PDDP Responsibility Planning Section
- Initiate PMDP in municipalities
- Approve & bring into practice participatory annual plan formulation manual -2071
- Commission on policy review study to address challenges on planning and monitoring
- Capacitate LB staff on WBRS- Institutional the M&E System- provide access on Web based reporting system to RCU Responsibility
- Recruit Web based reporting expert (RBM expert) Responsibility PCU in consultation with M&ES,
- Revised RMG formats /annexes to harmonize Result based format in line with NPC
- Documentation on best practices on expenditure on targeted budget
- Update data on targeted population using formats as per resource mobilization guidelines/ adapted
- Need MoFALD'S Result Monitoring Guidelines in line with NPC Guidelines
- Align LGCDP's Result Indicators with MoFALD'S M&E Frameworks
- Review Local Bodies Resource Mobilization and Management Guidelines. Revise Reporting Format in line with NPC's Monitoring Guidelines

Day 3 Group Discussions-Development of Output wise Action Plan

---

Reflective tool: Resource investments and its impact

A reflective participatory tool was used on the final day which aimed to sensitize participants on the impact of resources in a programme. The major learning was how despite the increase in resources, there are no major changes in the outcomes or in the lives of the beneficiaries if not executed with an integrated approach and planning. **For this, 13 chocolates were kept in three rows and three columns. The lead facilitator asked participants to add three chocolates in a row. Despite the addition each time, the number of chocolates remained the same in the row.** Some of the major learnings shared by the participants from this tool were following:

- Lack of integrated approach in resources mobilization and investments
- Lack of monitoring of resources
- Lack of inclusiveness and participation in resource planning-'ruler sets the rule'.
- Lack of in depth analysis before investments- strategic approach gap
- Lack of result based planning
- Lack of critical self reflection; status quo, being in a comfort zone. Hence, increase responsibility to broaden horizon and areas of investments
- Lack of priotization/intervention of resources based on critical area identification
- Lack of targeted interventions
- Lack of following recommendations of evaluations.
- Lack of thorough study in knowledge, attitude and behavioral changes if any with the additional resources.

The final day was a half day workshop with group works done to consolidate ideas of day two and prepare a concrete action plan with timeline outputwise. The issues that came from the Balthali and Nagarkot management meetings, National consultative meetings, on site mentoring of TA staffs, decisions from National Advisory Committee (NAC) were incorporated in the group discussions. Thus, four groups were formed, each lead by the relevant output managers that presented followed from the group discussions. An additional management group was also formed to discuss key management issues that covered all outputs. **Annex 1 entails the details of the group work presentation incorporating the agreed decisions with timeline.**

Conclusion:

The Chitwan workshop provided a successful platform for reinforcing programme priorities based on LGCDP II programme document and harmonization within MoFALD regarding LGCDP II. The meeting created synergy to work together in developing concrete action plan to address some of the key programmatic issues. The meeting that was guided by National Programme Director was actively participated by Output Managers/MoFALD and reinforced commitment to achieve LGCDP II overall goal and objectives.

Participant's feedback and commitments: At the end of the workshop, feedbacks were collected from participants on a metacard.

Feedbacks

- Good forum for MoFALD, PCU/RCUs and DPs to work together.
- Agreed actions of this meeting should be immediately discussed in output group meetings in January
- Fruitful workshop
- Good learning, areas for improvement and way forward discussed and agreed upon.
- Overall good sharing of issues and development of action plans
- Helpful in providing clarity on key issues, monitoring needed for some of the agreed action plan once implemented.
- The meeting provided clarity on LGCDP future strategic direction and orientation
- Active and productive collaboration amongst MoFALD, DPs and TA staffs
- Clarity on roles and responsibility of PCU/RCU and DDC/Municipality
- Confirmation of action plan on Output 1,4,5,6 and 7 with timeline and responsibility
- Understanding of LGCDP as a framework and a governance reform programme. Similar harmonization and sensitization needed for LDOs, EOs and VDC secretaries.
- Effective implementation of the agreed decisions

- Agendas should be clear prior to the meeting
- Commitment from all actors can result into effective implementation of action plans
- The success of the meeting depends of effective implementation of the agreed actions
- Strengthen coordination amongst sections prior to such meetings needed
- Effective discussion and interaction leading to concrete action and decisions
- Feedbacks/issues raised during group presentations should be addressed in time
- Implementation of action plan should be shared
- Open discussion on internal management issues has provided further clarity and increased ownership
- Intensive discussion output wise on key issues will propel better results
- More Joint Secretaries participation needed
- Strong commitment will be required to implement action plans; consistent follow up will be required
- Share meeting proceeding report and action plans
- All issues should be clustered according to LGCDP Indicators to allow better planning
- The recommendations to be regularly discussed/analyzed in output group meeting
- Clarity on Responsibility matrix to DPs

1. **Group 1: Output 1: Social Mobilization Presentation/Action Plan**

SN	Issues identified	Decisions/Action point	Responsible	Timeline	Remarks
1	LSP Selection	• Based on the LSP selection progress till Paush 2071, it will be decided on district wise (refine language as action point) • At least one cluster can be provided to same LSP in case of DDC and municipality	SM Section/DDC/Mun	End of Chaitra, 2071	Support from RCU, DGEs/UGEs
2	Extension of SMs	• Based on the LSP selection progress till Paush 2071, it will be decided on district wise • No separate SM for LDF program	SM Section/DDC/Mun	End of Chaitra, 2071	Support from RCU, DGEs/UGEs
3		• Stock taking			
4	Identification of disadvantage group through Underline causes of Poverty Analysis (UCPA)	• Update the information from VDC level and to compile and archive the District level	SM Section/VDC/Mun/SM	End of Chaitra, 2071 ????	Support from RCU, DGEs/UGEs/ICT Volunteers
5	Alignment of NFE's community learning Centre with CAC and WCF	• Planning and Social mobilization section chiefs will explore possibilities and recommend action point	Chief-Planning and social mobilization section	Mid February 2015	Balthali
6	Community Volunteer	Develop guidelines for selection process and criteria for community volunteer	Social mobilization section	End of February 2015	Balthali
7	NSMC	Organize meeting	Social mobilization section	End of Magh, 2071	
LIP					
1	LIP	To review and revise the LIP training curricula	LDTA	End of February 2015	
2		Stock taking			

2. **Group 2: Output 4: Public Financial Management Presentation/Action Plan**

Results	Indicators	Who (Responsibility)	When (Timeline)
Regular reporting system will be established	• Follow up and update of VDC accounting software introduced previously • MToT to 100 resource persons of LDTA and LGs staff Account Software • 1000 staff of VDCs trained on accounting package • VDC Accounting software to be rolled out in 1000 VDC	FAS, DDCs	End of the current fiscal year
Accrual accounting system will be initiated in selected Municipalities	• Track out the status of piloting change in basis in accounting, • Sensitization on Accrual account software to concerned representative of 6 municipalities	FMAS /MPS and Concerned Municipality.	End of the current fiscal year
Timely, completely and accurately reporting system of DDC will be functioning	• DDC FMIS upgraded in all 75 DDCs • Refresher training on updated FMIS to DDC staff (FMIS operator)	FAS, DDCs	Trimester Basis
Procurement will be made effectively and efficiently	• Training on procurement plan in 75 DDCs and 58 old municipalities' key staff • 75 DDCs and 58 municipal will prepare procurement plan • Goods and services are achieved timely in transparent ways. • E-bidding system will be introduced	FAS. MPS. DDCs, Municipality.	By the end of fiscal year
FRAAP will be localized	• Prepare FRRAP template and status tracking • Public Audit, Public Hearing and Social Audit carried on time • Develop TOR to introduce Web Based Accounting System	FAS, RCU	Regular

Audit Risks will be minimized by 10 percent	• Provide refresher training to internal auditors of 75 DDCs and 58 old Municipalities. • Internal audit of all VDCs, 58 Municipalities and devolved sectors will be carried out in stipulated time • Public expenditure tracking modality will be prepared • Update piloting findings of two districts (Dailekh & Sindhupalchok) • **Audit Observation & Record Tracking System (AORTS**) will be started in 75 DDCs from coming Fiscal Year	FAS / DDCs	Regular

3. Group 3: Output 5: Capacity Development Presentation/Action Plan

Major Action	Description of action	Responsible	Timeline	Outcome
1. LDO/EO Statutory training	• Developed induction training procedure guideline • Designing curricula • Budget allocation in ASIP	HR Section, MoFALD	March 2015	LDO and EO's frequent transfer reduced
	• LDO/EOs and FO15 days Induction training		August-September 2015	
	• Develop procedure for providing 35 days statutory training for LDOs and EOs	General Administration Division	June 2015	
2. Handover /takeover overlap	• Develop SOP for augmenting the provision of handover process mention in Nijamati Sewa Niyamawali	Personnel Administration Section supported by HR section	March 2015	
3. Performance contract	• Sign performance contract	Facilitated by Rural Development Section	Jan 2015	Increased accountability and performance

4. CD of MCPM failed/poor LBs	• CD Needs Assessment and analysis	Fiscal commission	March-April 2015	Increased number of LBs passed MCPM
	• Capacity development inputs	HR Section	Feb-June 2015	
5. Implement CD Strategy	• Develop CD Plan – annual plan 2015 with budget including CD of municipalities, VDC assistants, TA Staff, LBs • LDTA, LBAs • MoFALD and DoLIDAR	HR Section	January 2015	CD activities rolled out in line with CD Strategy
6. Start half yearly performance evaluation of TA Staff	• Implementation	PCU/HR Section	January 2015	Increased performance of TA Staff
7. VDC Categorization and revise organogram and reduce Secretary's absenteeism	Carry out detailed VDC Assessment	RD and HR Section	June 2015	VDC's detailed information in place
8. CD of new municipalities	Carry out New MC's capacity development needs - Logistic support new MCs	Municipal Section, HR Section	June 2015	New MC's capacity enhanced
9. ToR for PCU members	Review, update and finalize ToR of NPD, NPM, OM and Outcome Coordinator	PCU	Jan 2015	Job responsibilities for LGCDP clarified
10. Program Recruitment Facility (PRF)	Develop PRF Concept	HR section/PCU	June 2015	PRF Modality Agreed

4. **Group 4: Output 7: Integrated Planning and Monitoring Presentation/Action Plan**

Nagarkot	Banthali	NAC	Sauraha agreed action
Annual Strategic Plan Preparation not participatory • Provide orientation/training at district and municipal level, Provide Backstop support to LBs for result oriented annual planning	• Hold high level coordination meeting among Sectoral ministries, NPC and MoFALD to support RB Annual and Periodic Plan • Review and update DPP and Annual Planning Guidelines	Capacity building on results based planning & monitoring & Periodic Planning. Policy review study to develop a clear roadmap to address these challenges in planning. Commission of a study	• Sensitize on results based planning and monitoring by designing course contents and recruiting resource team Responsibility: Leading role -Planning Division; supporting Responsibility : DPS Timeline: January – February 2015 • Recruit consultant for PDDP desk review (Responsibility: PCU, Timeline – March 2015) • Involve RCU in PDDP Responsibility : Planning Section , Timeline : Immediate • Initiate PMDP in municipalities Responsibility : Planning Division, Municipality Division and Min of Urban Dev ; Timeline : ToR by Jan 2015) • Sharing of lessons learned of existing DPP/ RBP to national/ sub national stakeholder Responsibility : Planning Section , Timeline : Feb 2015) • Approve & bring into practice participatory annual plan formulation manual -2071 Responsibility : MoFALD ' Secretary and NPC; Timeline : 1st week of January 2015 • Expand CFLG and EFLG nationally and provide support accordingly Responsibility : RDCS and Municipality management section Timeline FY 2015/16 • Prioritize inclusive planning (GESI, DRR, CFLG,EFLG, Responsibility : Planning Section, Timeline : continue with total coverage • Commission on policy review to address challenges on planning and monitoring Responsibility : Planning Section , Timeline : Prepare ToR by March 2015 and conduct by May 2015

• **Parallel monitoring and reporting system (MoFALD/LGCDP**)
 • Provide training to staff in result based planning and monitoring,
 • Prepare Result Based monitoring reports
 • Update WBRS to incorporate additional indicators,
 Capacitate LB staff on WBRS
	• **Institutional the M&E System (WBRS & DPMAS)**
	 • Make WBRS system access to RCU, PCU and stakeholders for monitoring purpose
	 • Capacity building of MoFALd, LB's and all other stake holder on WBRS
	 • Capacity building of LB's , RCU, DG's, UG's , ICT's Volunteers and to concern Line agencies
	 Continue MIS M&E Expert in central (MoFALD)
		Activity based Annual reporting to result based reporting	• Recruit Web based reporting expert (RBM expert) Responsibility PCU in consultation with M&ES, Timeline: Feb 2015
			 • Recruit DPMAS expert (RBM expert; Responsibility PCU in consultation with M&ES, Timeline: Feb 2015)
			 • Revise reporting format Responsibility: Monitoring Division in coordination with NPC, Timeline : July 2015
			 • Orient and make responsible concern program director/manager on result based reporting Responsibility : Planning Division ; Timeline : immediate
			    • Capacitate & make responsible to all outcome coordinator/ output manager on result based monitoring & reporting Responsibility : M&E Planning Division ; Timeline : immediate
			    • Integrate / harmonize LGCDP results indicator with MOFALD web reporting system Responsibility : M&E &NPD/LGCDP ; Timeline : immediate
			
			    • Give Access on Web based reporting system to RCU Responsibility : M&ES Timeline: immediate
			    • Revised RMG formats /annexes to harmonize Result based format in line with NPC Responsibility : M&ES Timeline : Feb 2015
			    • Publish the best practice of MoFALD in the website Responsibility : M&ES Timeline : Feb 2015
			    • Report timely, correctly and completely results based Responsibility : M&ES Timeline : Feb 2015

		• Earmark budget for	• Conduct an independent assessment on

			targeted group to be ensured and expenditure tracking.	targeted budget Responsibility : GESI Section Timeline: April 2015
				• Documentation on best practices on expenditure on targeted budget Responsibility : Municipality Management Section and RDSS, Timeline: April 2015
				• Update data on targeted population using formats as per resource mobilization guidelines/ adapted Responsibility : GESI Section , Timeline July 2015
Local level participatory annual planning not results based.	**Result Based Planning and Monitoring**			
	• Need MoFALD'S Result Monitoring Guidelines in line with NPC Guidelines • Suggest NPC to revise trimester /annual reporting formats of NPC to make it result based			
	• Align LGCDP's Result Indicators with MoFALD'S M&E Frameworks • Review Local Bodies Resource Mobilization and Management Guidelines Reporting Format in line with NPC's Monitoring Guidelines			
	Time Bound Strengthening central level supervisory and monitoring role and sharing of findings			
	• Publish the key findings of			

	monitoring visit in MoFALD website		
• Draft ASIP budget and budget ceiling to related section • Discuss and prepare detailed ASIP • Communicate and finalize responsibility matrix Issue responsibility matrix to respective sections			

5. Management Presentation:

S.N	Discussing Agenda/Issue	Action Point	Responsibility	Timeline	Remarks
1	Importance of LGCDP • Systemic Reform • Effective utilization of Govt. Resources • Public Trust Building • Inclusive Development and National Integration • High level of public participation	• Develop and implementation of communication and outreach policy • Organize Field visit of High Level govt. and DPs authorities: Ministers/NPC members/Chief Secr./MoF Officials/Sectoral Ministries Officials/Ambassadors and head of the missions • Documentation and dissemination of achievements • Include the contents of ProDoc, Res. Mob GL, SM GL, FRRAP and Others in the training package of LDO and EOs.	MoFALD/IPS ad PCU CD Officer NPD IPS/CD Officer, PCU	Before NAC MEETING (MAY 2015)	
2	Creating Conducive Working Environment • Office space • Retention and full utilization of GoN/LBs Staff • Retention and full utilization of TA Staff • Logistics	• Exploring of appropriate place within MoFALD premises • Utilization of full potential of staff and retention • Motivation and incentive package • Recognition of TA staff from MoFALD/ prog. Management • Mentoring & Motivational Activities • Provide Necessary logistics (motorcycle,	• NPD/PM • MoFALD/ NPD/PM • Division Chiefs/Output Managers & NPD/NPM • PM	Up to Jan. 15, 2015 Continuous process Starting Jan. 2015/Continuous process Jan. 2015	

		computer, vehicle, camera etc….)			
2	Creating Conducive Working Environment • Functional Co-ordination	• Organize co-ordination meeting within Ministry (Divisions and department /sections) • Video conference with RGCDs on weekly basis; use of group SMS, sharing through Google networks; sharing & seek comments on the draft policies & action points before decisions • Monthly horizontal meetings with outcome/output managers • Co-ordination/review meeting with RGCD Experts and PCU specialists on quarterly basis	• NPD • PM NPD/NPM • NPM	First meeting Within Jan. 2015 and will be continued First conference on 11th Jan. 2015 Continuous Action First meeting in March 2015	
3	vacant positions of field and PCU level TA Staff	Fulfillment of vacant positions	PM	Jan. 2015	