

'Reflecting the Past and Designing the Future'

Final Report



'LGCDP Consultative Meetings'

LGCDP-II

Sep-Oct 2014

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Abbreviations

ADDCN	Association of District Development Committees of Nepal
CAC	Citizens' Awareness Centre
CD	Capacity Development
CFLG	Child Friendly Local Governance
CM	Community Mediation
DDC	District Development Committee
DGE	District Governance Expert
DP	Development Partners
DSMC	District Social Mobilization Committee
DTMP	District Transportation Master Plan
EO	Executive Officer
EFLG	Environment Friendly Local Governance
FCGO	Financial Comptroller General Office
FRRAP	Fiduciary Risk Reduction Action Plan
FRM	Fiduciary Risk Management
GESI	Gender and Social Inclusion
GoN	Government of Nepal
GRB	Gender Responsive Budget
HRD	Human Resources Development
ICTV	Information Communication and Technology Volunteer
LB	Local Body (refers to all levels of local government)
LBFC	Local Bodies Fiscal Commission
LBSS	Local Bodies Support Section
LDO	Local Development Officer
LGAF	Local Governance Accountability Facility
LGCDP	Local Governance and Community Development Programme
LSGA	Local Self-Governance Act
MoFALD	Ministry of Federal Affairs and Local Development
NPD	National Programme Director
NPM	National Programme Manager
NGO	Non-Governmental Organization

PCU	Programme Coordination Unit
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PPMO	Public Procurement Monitoring Office
PMO	Planning and Monitoring Officer
PO	Planning Officer
RF	Results Framework
RCU	Regional Coordination Unit
SWAp	Sector Wide Approach
UGE	Urban Governance Expert
WCF	Ward Citizen Forum
VDC	Village Development Committee

Executive Summary

The regional and national consultative meetings of Ministry of Federal Affairs and Local Development (MoFALD)/Local Governance and Community Development Programme (LGCDP), was held between 19 September 2014 to 10 October 2014 at various regions and dates (see Fig 1).

The objectives of the meetings were to create common understanding about LGCDP, enhance team spirit, review the programme progress and set future plan for the year 2014/15 jointly by the Local bodies' team with the close support from LGCDP team including Programme Coordination Unit (PCU), Regional Coordination Unit (RCU) and District Governance Expert (DGEs)/Urban Governance Experts (UGEs)/ICT Volunteers.

There were altogether 1,106 (One thousand, one hundred and six) participants from MoFALD, 75 districts and 130 municipalities including the LGCDP Program team at various consultative meetings (see annex 1). The participants included representatives from Ministry of Federal Affairs and Local Development (MoFALD), Local Development Officers (LDOs), Executive Officers (EOs), experts from Local Governance and Community Development Programme (LGCDP-II), RCUs, DGEs, UGEs and ICT volunteers of respective central, western, eastern, mid-west and far west regional clusters and national representations along with the representatives from Development Partners (DPs) and DP Cell. Participants came together to share the program inputs, major issues and challenges, achievements and learning, and to set priorities and develop thematic action plan.

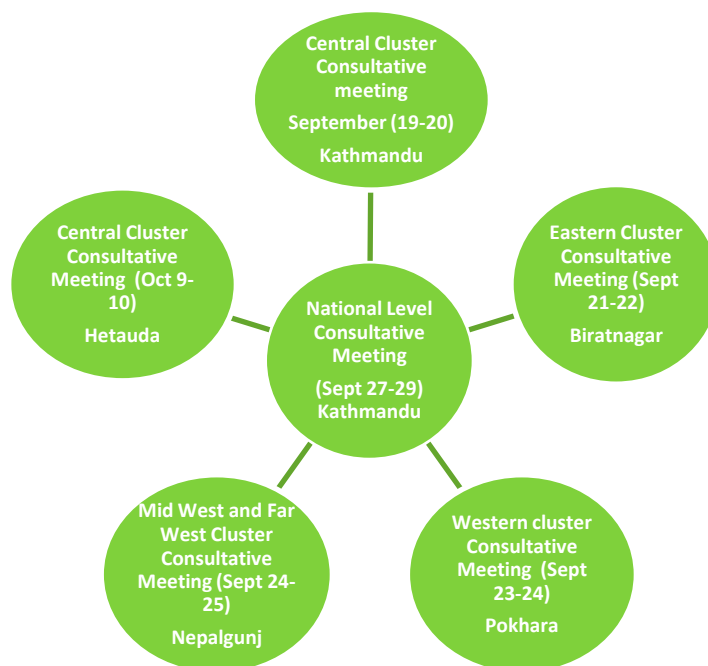


Figure 1: Consultative Meetings Schedules

In background of these consultative meetings, one team building meeting was organized centrally including all outcome coordinators and output managers in Nagarkot that recommended organizing the consultative and team building meeting. This year the focus was to organize the meetings in a more participatory way that would allow Local Bodies (LBs) and LGCDP's staffs' work together in a

team and share what they have done and what their plan and priorities are. Programme Coordination Unit (PCU) decided to use Tree Analysis method to make these meetings effective and the theme is proposed, “Reflecting the Past and Designing the Future’. CARE Nepal's expertise was used in the first event. Similarly, a process document was prepared to guide the facilitators in the RCU and district level. The guideline was shared to Regional Coordination Unit (RCU) and asked to carry out district level preparation session before participating in regional level meetings.

In order to prepare for the regional meeting District Governance Experts (DGEs) and Urban Governance Experts (UGE) work with Local bodies staff in close guidance from the RCU team. The consultations were focused on issues, problems and way forward in the respective districts/Municipalities via a Tree analysis – analyzing the overall process and outcomes of LGCDP using roots of inputs, fruits of achievements, flowers of learning, and nodes of issues/challenges. Each LBs developed a tree, case studies, program photographs and other interesting materials to present in the regional meeting. The Tree was printed on a flex and hung at the market place of the regional meetings.

Five regional consultative meetings were organized in Biratnagar, Janakpur, Kathmandu, Pokhara and Nepalgunj. In the meeting all LBs and their representatives participated in the meeting worked in their respective group and finalized trees, case stories and others. The participants visited all the market place and noted major/interesting initiatives that can be replicated to their respective district or municipalities. At the end of the Regional Consultative meeting's a regional Tree Analysis was prepared after the two day discussion on the programmatic issues, challenges and the lessons learned with active participation from the LBs representative. MoFALD Secretary Dr. Som Lal Subedi attended the meetings in Kathmandu and Janakpur. NPM, Mr. Purshottam Nepal attended all consultative meetings while NPD, other Joint Secretaries and Under Secretaries also attended these meetings at different regions. In Nepalgunj senior official from National Planning Commission also partially joined the meeting. The meeting developed three major deliverables: Regional Tree including input, issues/challenges, output and lessons learned; regional joint commitment on Good Governance and Local Development from all LBs; action plan. The regional tree, commitments and the action plans were brought at the national level consultation meeting organized by PCU in Godawari, Lalitpur.

A national Tree Analysis was prepared after consolidations of the regional Tree. Thus, the vision of using the ‘Tree Analysis’ analysis during the consultative meetings came alive and proved to be an effective participatory tool demonstrated by outcomes: i) A national Tree, ii) A national commitment

and Thematic Action Plan with clear indicators and timeline.

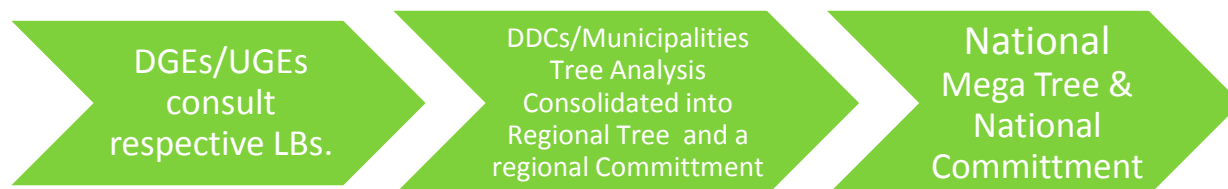


Figure 2: Consultative Meetings Procedures

Likewise, during each of the regional consultative meetings and the final national consultative meeting, the participants discussed issues, challenges and way forward in various thematic areas like a. Social Mobilization and Community Mediation, b. Social protection and Vital Registration, c. Planning, Monitoring, Reporting and Accountability, d. Capacity Development and Physical Facilities and Human Resources, e. Cross Cutting Issues Environment Friendly Local Governance (EFLG), Child Friendly Local Governance (CFLG), Gender and Social Inclusion (GESI), Gender Responsive Budget (GRB), Community Mediation (CM) and ICT, f. Internal Revenue, Accounting and Fiduciary Risk, and developed key areas to focus in the next fiscal year via theme wise group discussions. The thematic work plan, regional tree and the commitments devised during each of the regional consultative meetings were consolidated in the national consultative meeting with inputs from representatives of MoFALD, relevant PCU experts and DPs.

Finally, a final mega tree was then compiled after consolidating the regional tree analysis reflecting the major learning's, challenges and way forwards at a national level. This was one of the main outcomes of the consultative meetings. See Mega tree in figure 3. Details of the tree in Annex 13.2.

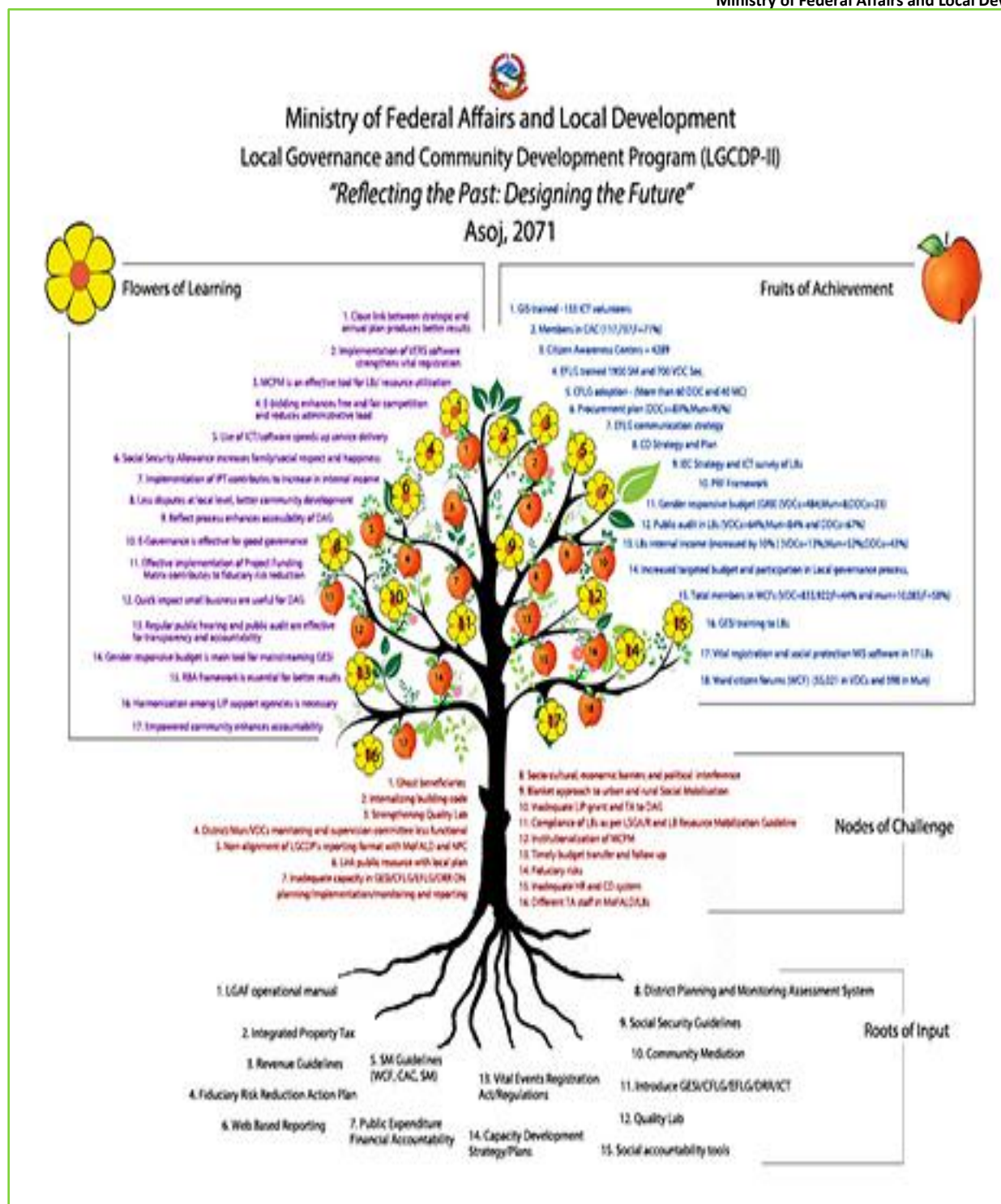


Figure 3: National Mega Tree

Similarly, a national commitment was developed consolidating the major and common commitments of the regional consultative meetings. (See adjoining textbox).

National Commitment

1. Establishment of social mobilization committee in each VDCs, Municipalities and Districts and regular quarterly monitoring shall be done.
2. At least 25% of DDCs and Municipalities' social security record management shall be maintained via MIS, and social security allowance distribution shall be done via bio-matrix and banking system.
3. Web based reporting system and MIS shall be implemented to strengthen reporting mechanism; regular publication of success stories of local bodies.
4. Appreciative enquiry training shall be encouraged from Local bodies capacity development budget to promote positive thinking of government officials and political parties
5. Atleast 70 % VDC shall conduct PFM reporting.
6. Implementation shall be done in coordination with relevant stakeholders and organization after MoU to develop livelihood opportunities and local financial development of citizen awareness centre's (CAC)
7. CFLG, EFLG, GESI committees shall be ensured and respective strategic planning shall be implemented effectively; CFLG, EFLG, GESI shall be effectively implemented from communities to national level
8. Documentation of public government lands of municipality areas shall be updated and published
9. VDCs, DDCs and Municipalities monitoring committee shall be monitored based on work plans and third party monitoring shall be done by citizen monitoring via ward citizen forum
10. Solar aided internet connectivity and server shall be provided at DDCs and Municipalities and encouraged the same in all VDCs.
11. E-governance concept shall be encouraged and initiated at Local Bodies (LBs).

1. Introduction

Local Governance and Community Development Programme (LGCDP) is a national framework programme being implemented under the flagship of Government of Nepal by Ministry of Federal Affairs and Local Development across the country. The main goal of the programme is to contribute towards poverty reduction through better local governance and community development. The programme has set a purpose “to improve local governance for effective service delivery and citizen empowerment”. To achieve the goal and objective, LGCDP has set out for outcomes and nine outputs with twenty main sectors of investments and significant activities. LGCDP framework programme has been instrumental in facilitating services to the citizens in absence of elected bodies since a decade.

The Government via Ministry of Federal Affairs and Local Development (MoFALD) has achieved considerable success in implementing the first phase of the Local Governance and Community Development Programme (LGCDP). Given the success that has been achieved in the implementation of LGCDP I, the importance of this programme in ensuring the accountable delivery of local services through established institutions and systems, and the commitments expressed for its continuation, the GoN and the LGCDP development partners (DPs) have continued the programme into Phase II.

2. Background

Local Governance and Community Development Programme has been organizing consultative meetings region wise and a national gathering regularly to discuss programme activities, achievements, challenges and way forwards to continually improve LGCDP Programme delivery. The participants of the consultative meeting is primarily LBs representatives – LDOs, SDOs, EOs, MoFALD Officials, RCU experts, PCU experts and LGCDP hired temporary appointments comprising of District Governance Experts (DGEs), Urban Governance Experts (UGEs), ICT volunteers of DDCs and Municipalities in each regions nationwide.

In order to coordinate LGCDP-II day to day operations, to ensure the internal coordination of policy matters across the Ministry and to provide technical backstopping to MoFALD sections, Programme Coordination Unit (PCU) serves under the overall guidance of Joint Secretary and National

Programme Direction (NPD) of MoFALD and under the direct supervision of MoFALD Under Secretary and National Programme Manager. Similarly, Regional Coordination Units (RCUs) established in 6 regions, which under the direction of PCU serves to provide support and technical backstopping to LBs (DDCs and Municipalities) in each regions. These regions are Dhulikhel RCU- Central Cluster Region, Hetauda RCU – Central Cluster Region, Pokhara RCU – Western Cluster Region, Biratnagar RCU – Easter Cluster Region, Nepalgunj RCU – Mid Western Region, Dhangadi RCU- Far Western Region.

After reviewing the LGCDP programme's staffing requirement and to further provide technical backstopping and strengthening support to local bodies, it was assessed that professionals with specific technical competencies were required. In this regard, the programme recruited various DGEs and UGEs. These professionals positioned at various DDCs and Municipalities across the nation acts as facilitator and provide regular technical backstopping to the LBs in attaining the results that are outlined in the LGCDP-II document while strengthening LBs service delivery and increasing accountability. Similarly, a set of ICT volunteers have also been hired and positioned at various DDCs and Municipalities nationwide to provide IT support at LBs. In order to further capacitate and strengthen these newly recruited professionals and regularly review LGCDP Programme aim, outcome, progress, challenges and reform activities, a series of consultative meetings were organized by MoFALD/LGCDP at various regions ending with a national consultative meeting in Kathmandu. Therefore, regional consultative Meetings were organized at respective regions starting from Dhulikhel Region in Kathmandu (Sep 19-20), Biratnagar Region in Biratnagar (Sep 21-22), Pokhara Region in Pokhara (Sep 23-24), Combined Mid West and Far Western Region in Nepalgunj (Sep 24-25), and Hetauda Cluster region in Mujeliya, Janakpur (Oct 9-10).

The final consultative meeting was a National Consultative meeting held in Kathmandu (Sep 27-29). It was a forum to discuss and derive an annual work plan to address the challenges, issues thematic wise gathered from various regions. The theme for the national consultative meeting was 'Reflecting the Past and Designing the future'.

The meeting was held under the chairpersonship of Joint Secretary and National Programme Director of LGCDP-II, Mr. Reshmi Raj Pandey. The opening ceremony was also graced by MoFALD Joint Secretary-Mr. Gopi Krishna Khanal, and Under Secretary and National Programme Manager of LGCDP-II-Mr. Purshottam Nepal.

The first two day residential workshop comprised of staffs from Regional Coordination Units and Programme Coordination Units experts. The discussion focused on major issues, outputs, way forwards from the 'Tree analysis' at various regions. In addition, the discussion focused at consolidating of the regional commitments into a national commitment and a national Tree Analysis alongside discussion and finalization of annual work plan of each thematic area.

The final day saw other invitees from MoFALD-Under secretaries, Section Officers and representatives from the Development Partners. The day included inputs and guidance from MoFALD officials on the consolidated outcomes from the first two days. Likewise, DPs provided relevant feedback and inputs on issues raised and the consultative meetings.

3. Rationale

The national consultative meeting provides a forum for LGCDP Programme to share its best practices, challenges, constraints and devise a way forward to improve the overall programme delivery. It is an effective tool to review programme and annual planning. The forum allows staffs a motivation and understanding of its various programmatic aspects which is helpful because of the cross cutting nature of the programme outputs. It enhances staffs capacities through knowledge sharing via discussion on relevant issues of programme implementation. The plenary discussion and group works provides participants to measure progress of last year and devise specific future work plan in their area of expertise. The theme of this year's national consultative meeting "Reflecting the past, designing the future" provided ideal platform for the participants to evaluate their achievement and programme's challenges while devising future strategies. Such meeting is highly desirable for the LGCDP programme and its staffs to assess programme outputs and thereby contribute towards

achieving the programme outcomes effectively which therefore can be reflected in the measurable progressive change at the local level.

4. Objectives

The overall objective of the national consultative meeting was to strengthen LGCDP Programme outputs and provide efficient technical backstopping to LBs thereby service delivery of LBs made effective. Following are the main objectives of the meeting:

- Assess progress updates of last financial year
- Common understanding on programme approach of LGCDP among LBs, MoFALD and LGCDP built,
- Knowledge sharing and networking via best practices, lessons learnt challenges and constraints.
- Issues and problems of LGCDP implementation at local level discussed and identified,
- Roles of MoFALD/PCU, LBs, RCU, DGU, UGE and ICT clarified and knowledge on communication procedure imparted to participants.

5. Participants, Venue and Date Duration

The three day National Consultative Meeting was organized at the Hotel View Bhrikuti, Godavari, Kathmandu on 27-29 September. The total numbers of participants were 65. The first two day of the national consultative meeting was residential that comprised staffs of RCUs and PCU experts alongside MoFALD/LGCDP Administrative Officers lead by Under Secretary and National Programme Manager. The final day saw other invitees from MoFALD- Under secretaries, Section Officers and representatives from the Development Partners. Final day included inputs and guidance from MoFALD officials on the consolidated outcomes from the first two days including devising an annual thematic work plan. Likewise, DPs provided relevant feedback and inputs on issues raised and the overall organization of the consultative meetings.

6. Methodologies

The consultative meetings this year was based on a theme “Reflecting the Past and Designing the Future”. This

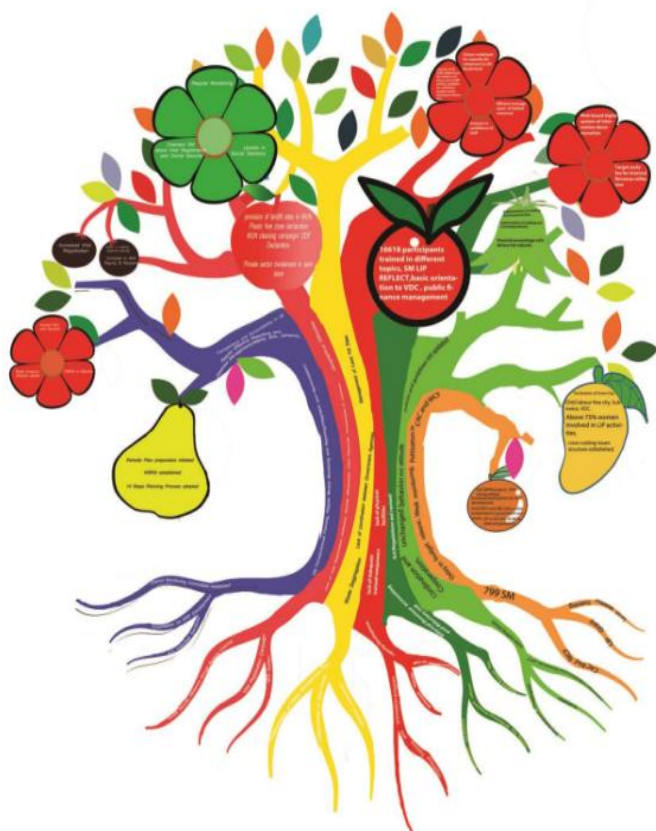


Figure 4: Tree Analysis tool

was prepared after the two day discussion on regional issues with active participation from the LBs representative. DGEs/UGE's brought their Tree from their respective districts and Municipalities that was printed on a Flex and hung at the venue alongside GIS maps, success stories and other LGCDP Programme outputs. Based on the outcomes of each programme tree displayed by LBs, one regional level consolidated programme tree was developed and displayed.

This gave a visual of a market place and visiting this knowledge fair was an integral part to stimulate discussions on various issues and way forwards. Participants were then divided into two distinct groups of DDCs and Municipalities. This provided participants a platform to demonstrate their achievements while also highlighting the constraints. Visitors raised questions and acknowledged the best practices from other areas while also assessing an opportunity to replicate the same in their respective districts and Municipalities.

Likewise, participants were then divided into eight thematic groups and developed way forward and action plan to address thematic issues and challenges outlined in different programme trees. The

was done via a programme Tree analysis – analyze the overall process and outcomes of LGCDP using Roots of inputs, Fruits of achievements, Flowers of learning, and Nodes of issues/problems/challenges as shown in the adjoining figure. The tool was applied with an approach of organizing this year's consultative meetings in multimedia free environment. The market place management, groups and face to face interactions were applied. This way, the tool allowed for the meetings to be more people oriented and participatory. Programme tree was a major tool to share the achievements, learning, issues/challenges and programme inputs at LBs level of LGCDP-II.

No use of power points, removal of dependency on computer technology and following the adult learning principles are some significant characteristics of this methodology. Each of the Regional Consultative meeting's Tree Analysis

group discussions were lead by LBs staffs while PCU and RCU staffs were also responsible to address and responded to concerns. Also, the issues/challenges were simultaneously addressed from plenary discussion and from other groups. The National Programme Manager (NPM), Mr. Khanal summarized day's sessions and addressed unclear issues, comments and concerns from the floor. At the end of the two day meeting, a regional tree analysis was prepared in each region. Similarly, LBs representatives –Local Development Officers (LDOs) and EO's developed a targets to be achieved within a year as a regional commitment statement signed by all.

For the national consultative meeting, the regional tree analysis was consolidated in similar manner – thematic work plan discussions, issues and way forwards from the regions into a national tree followed with a national commitment, again consolidated from each of the regions' commitment.

6.1. Tree Analysis as a participatory method:

Below is the self-explanatory steps that reflects the participatory nature of the Tree Analysis

Step 1: The initial discussion was held via district level meeting/community to orient on the methods and collection of the following information –

- Social and resource map prepared when community awareness center was established to operate
- Change map (changes after CAC initiation)- updated annually
- Issue based trees analysis prepared (Roots of inputs, Fruits of achievements, Flowers of learning, Nodes of issues/problems/challenges)
- Case stories prepared (from Social mobilizes: 1-2 case stories each with relevant photos)
- Action photos of CAC campaigns taken (collective social actions)
- Learning and changes of CACs documented
- Clustering and/or bundling of issues and networking

Step 2: Collection and analysis of all the information to determine the ones appropriate for the event -

- At least 3 set of social maps including changes map from each districts
- Summarized/consolidated the WCF and CAC's role in social transformation of each district
- Selected at least 1 case stories from each districts
- Finalized 12 to 16 action photos from each districts and had them printed in flex
- District/Municipality level consolidated tree

Step 3: Event management –

- Formal opening and closing sessions
 - Knowledge fair or market place– cluster wise information sharing and display by cluster participants, and IEC materials and learning documents display and distribution
- Tree analysis – analyze the overall process and outcomes of LGCDP using

- roots of inputs,
- fruits of achievement,
- knots of challenges and
- flowers of learning model

Step 4: *Thematic sessions and interaction facilitated by thematic experts on*

- i) Social Mobilization and Community Mediation
- ii) Social Security and Vital Registration
- iii) Planning, Monitoring, Reporting and Accountability,
- iv) Capacity Development and Physical Facilities and Human Resources,
- v) Cross Cutting Issues (EFLG, CFLG, GESI, GRB, Communication and ICT)
- vi) Internal Revenue, Accounting and Fiduciary Risk

Step 5: *Input from MoFALD, RCU, and DPs*

Step 6: *Consolidation of outcomes and way forward -*

The outcomes of the event, especially, major progresses, successes, failure/lessons, case stories, issues and challenges and way forwards for better impacts need to compiled, documented and consolidated focusing on the following questions:

- How to facilitate reflective learning process?
- How can we know that our activities are impacting the life of Poor people/DAG
- What frontline workers have been expecting from RCU and PCU?
- Declaration of commitments with signature from all participants.

Step7: *Closing*

7. Preparation Meetings at the District and Municipality level

District level preparatory meeting was guided by a process document. A process document was prepared centrally to guide the facilitators at RCU and district level. The guideline was shared to RCU and requested to carry out district level preparation session before participating in regional level meetings. Hence, DGEs and UGEs worked with Local Bodies staff in close guidance from the RCU team. The consultations were focused on issues, problems and way forward in the respective districts/Municipalities via a Tree analysis – analyzing the overall process and outcomes of LGCDP using roots of inputs, fruits of achievements, flowers of learning, and nodes of issues/challenges. Each LBs developed a tree, case studies, program photographs and other interesting materials to present in the regional meeting. The Tree was printed on a flex and hung at the market place of the regional meetings.

8. Regional Meetings

The Consultative Meetings were held for two days while National consultative meeting was held for three days. Each meeting was chaired by dignitaries from MoFALD including respected Secretary, Dr. Som Lal Subedi who attended the Hetauda Consultative meeting in Janakpur. PCU and RCU experts

acted as facilitators throughout the two day sessions. Following are the specific procedures that were followed to conduct the regional meetings:

8.1 Inaugural Session:

The inaugural ceremonies were usually chaired by respected joint secretaries and under secretaries. Respected Joint Secretary and National Programme Director of LGCDP-II, Mr. Reshmi Raj Pandey, Joint Secretary Mr. Gopi Krishna Khanal and Under Secretary and National Programme Manager Mr. Purshottam Nepal attended most of the consultative meetings including the national consultative meeting. These dignitaries also chaired most sessions while providing valuable opening and closing remarks.



Figure 5: NPD. Mr. Reshmi Raj Pandey delivering key note during the consultative meeting

Respected Joint Secretary gave valuable guidance during the consultative meetings in different regions. Some of the specific guidance on key issues highlighted by Mr. Reshmi Raj Pandey was as follows:

- Focus on e-governance; maximum utilization of ICT volunteers
- Ensure transparency in reporting mechanism and harmonization with other line agencies for service delivery
- Focus on meaningful participation of target groups
- Mainstreaming of cross cutting issues (EFLG, CFLG, GESI, GRV) across the LGCDP outcomes
- Proper utilization of WCF/CAC
- Implementation of Community Mediation to reduce community level conflicts
- Ensure mechanism to transfer social security allowances to senior citizens via banking systems- ATMs
- Develop reward and punishment system (e.g.: ward improvement committee, building code implementation, best CAC, best WCF, VDCs, DDCs, Municipalities practicing good governance system)
- Ensure LIP grant is properly utilized by CAC
- Promote sanitation in the rural and Municipal areas

- Prioritize disaster risk reduction, vital registration and community mobilization

Similarly, Under Secretary and National Programme Manager of LGCDP-II, Mr. Purshottam Nepal attended each of the consultative meetings. Mr. Nepal highlighted on LGCDP's objective and modality while reiterating throughout that the consultative meetings were an opportunity to gather all LGCDP staffs to develop a common understanding on the LGCDP framework. The three main objectives of the consultative meetings were: i) role clarity ii) thematic work plans to achieve specific outputs iii) develop a common understanding of the LGCDP-II framework. Mr. Nepal emphasized that **"strategic programme communication and increase of horizontal learning is essential to effective service delivery."**

Likewise, Joint Secretary, and former National Programme Director of LGCDP-I, Mr. Gopi Krishna Khanal was one of the key speaker in the consultative meetings. Mr. Khanal provided useful background on the inception of LGCDP, its objective and achievement. Mr. Khanal provided ample motivation and guidance to LBs and LGCDP staffs alike while attending the regional consultative meetings and the national consultative meeting. Mr. Khanal also highlighted major ongoing activities of MoFALD and the need for LGCDP-II to provide facilitation and technical support in those areas. Some of the focused areas were as follows:

- Increase focus and support from LGCDP-II in sector wise package, fiduciary risk reduction, local revenue increase, social mobilization, LIP through SM, WCF, CAC, social harmony fund
- Focus to make annual plan more result oriented
- Support in operationalization of e-bidding process
- Support in the ongoing development of Land Use Plan, City centre plan, periodic comprehensive plan, comprehensive town development plan
- Support in the roll out of revenue and vital registration software which is being developed.

Followed from the closing of the inaugural sessions, following agendas were followed for execution of activities of the first day.



8.2 Participants

introductions

Participants introduced themselves via socio matrix introduction tool whereby participants were requested to introduce themselves in a group having similar designations/expertise. This allowed for all participants' introduction in short span of time, and was more efficient as LDOs, EO, SDOs, POs, DGEs, UGEs, ICTs, RCU and PCU staffs introduce themselves in their respective groups.

8.3 Market Place Management

Second step was to display social marketing products prepared by LBs,

DGEs/UGE in respective stalls within the market place. The market place was managed in two groups- DDCs and Municipalities separately. The knowledge fair included Tree diagram of various LBs, success stories, CAC social maps, GIS maps, ICT products and action photographs.



8.4 Visiting knowledge fair market places and interaction

All participants visited both market place, its stalls and raised queries. Ideally, LBs staff represented their market place and attended to queries while DGEs/UGE supported them in displaying and handling visitors and their questions. Each market place visitor group was allowed 10 minutes to observe the stall and post critical questions.

8.5 Interaction and Reflection

After the market place visit, the floor was opened for discussions. It was carried out in a plenary and participants were asked to

reflect three key learning, issues and challenges, and best practices. These findings were written in a metacard and posted on a board.

8.6 Summary of the day/interaction/closing

National Programme Manager of LGCDP-II, Mr. Nepal provided summary of the day and gave critical feedback on issues raised and attended to participants' queries. Mr. Nepal noted that the piloting of Tree analysis seemed successful as the sessions were interactive and had full participation from LBs representatives. Thereby, the issues/challenges seemed to be



acknowledged and owned by the LBs of

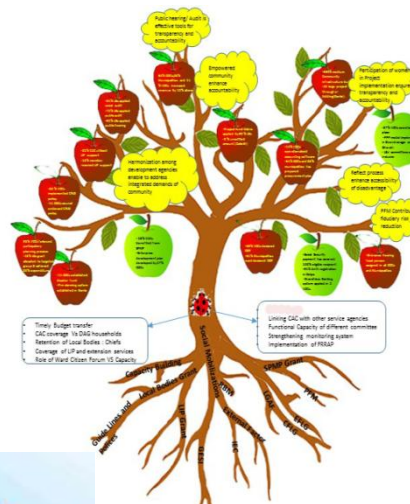
respective districts and Municipalities. Mr. Nepal also suggested that the LBs programme Tree analysis prepared if displayed at LBs' offices will ensure internalization and transparency of discussed issues. Some other specific inputs were as follows:

- LGCDP-II will provide support in developing periodic plans in new Municipalities.
- Develop methods to engage WCF throughout the year
- Need to introduce GRB in all DDCs based on the guidelines of MoFALD
- Support to be provided in establishing quality labs
- Capacity building of VDC assistants via training, technical assistance, regular monitoring and backstopping
- Encourage LBs to develop CD plan
- FRRAP development by LBs for financial transparency
- LGCDP will support staffs with logistics such as motorbikes, laptops and cameras. Currently under the procurement process
- Insurance of SM and ICTV under discussion at PCU

Figure: Regional TREEs



Tree Analysis: Biratnagar



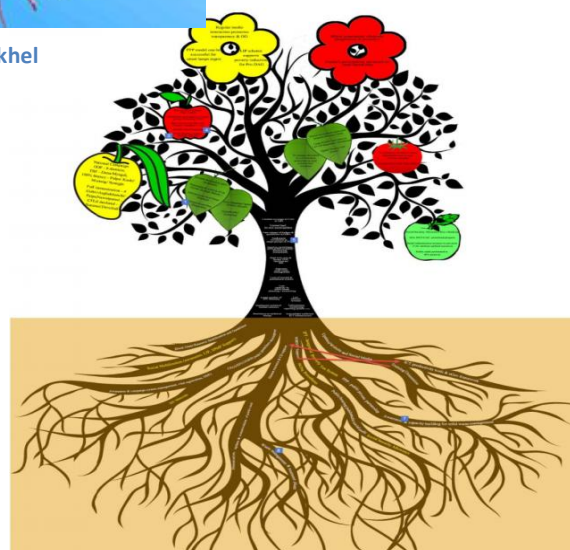
Tree Analysis: Nepalgunj



Tree Analysis: Dhulikhel



Tree Analysis: Hetauda



Tree Analysis: Pokhara

9 Day 2: Sessions

The second day session was mainly focused on thematic group discussions and developing of Mega Tree and a regional commitment. The first session was about reviewing previous day's sessions and major learnings.

9.1 Thematic group discussions/Work plan

Participants were divided into different thematic groups to discuss the major learnings, issues/challenges and prepare thematic action plan addressing the need and challenges outlined. LBs representative lead the discussions while DGEs/UGEs supported the discussion.

These thematic groups were as follows:

Group 1: Social Mobilization and Community Mediation

Group2: Vital Registration and Social Protection

Group 3: Planning Monitoring, reporting and Accountability

Group 4: Capacity Development/Physical facilities/Human Resource

Group 5: Cross Cutting Issues (EFLG, CFLG, GESI, GRB)

Group 6: Internal Revenue, accounting and fiduciary risk

Group 7: Public Procurement

9.2 Group presentation and Discussion

Each thematic group was involved in rigorous discussions. Group was normally lead by LBs representatives and supported by others. Discussions were held on analyzing root causes of issues/challenges, and replication of best practices, and proposing a way forward. The discussions were very interactive with participation of each group members. Discussions point were written on a metacard and posted on a board which was later presented by the group leader to all. Specific queries were attended by relevant PCU experts, representatives of MoFALD or as needed by RCU experts as well. The regional work plans were then discussed in the national consultative meeting. The details are attached in Annex 2.

9.3 Mega Tree

While thematic discussions were ongoing, ICT volunteers were busy preparing a digital programme Tree by compiling inputs, challenges, achievement, way forwards from the thematic discussions. There were altogether 5 such regional programme Tree prepared at the end of each regional consultative meeting. See attached Annex 4 for the regional trees. These regional tree findings were later consolidated into a national mega tree during the national consultative meeting.

9.4 Signing of commitment

Followed from the thematic group discussions and preparation of action plan, at the end of the two day sessions, 14 to 16 points of commitments were agreed upon. These commitments points were targets and immediate actions to be taken upon as per the requirement of DDCs and Municipalities. There were altogether 5 regional commitments. Again, these 5 regional commitments were consolidated into a national commitment which applied as targets to be met nationally within the next fiscal year (2014/15).

10 Closing remarks:

In the end, NPM provided summary of the day and attended to closing queries. Procurement issues and latest LSP hiring was one of the major

query that was attended to alongside from procurement specialist. NPM appreciated the active participation from both LBs and others alike. He also acknowledged the prior planning in preparing the social marketing products such as printing LBs tree analysis, success stories, GIS maps and overall management of the market place. NPM noted that LBs participation was noteworthy and thanked all for the valuable inputs and analysis. NPM encouraged that it is the responsibility of the LBs to own the signed commitment and ensure targets are met by the end of the fiscal year. NPM hoped that the consultative meetings major objectives were fulfilled as horizontal learning and sharing was evident. NPM stated, "Programme commitments should be focused on public satisfaction with improved quality of public services and participatory process on public service delivery". Some of the focused areas were:

- Job description of LBs staff, CD on need based, research and development planning for efficient resource utilization
- LBs efforts necessary to increase local revenue, tracking advance clearance
- Use of building codes, land use plan, e-bidding system, procurement plan, quality lab establishment, video conferencing key tools of good governance
- Adopting CFLG, EFLG, GRB and tie up with SMs performance important at this level
- Strong monitoring system of public land and land use plan

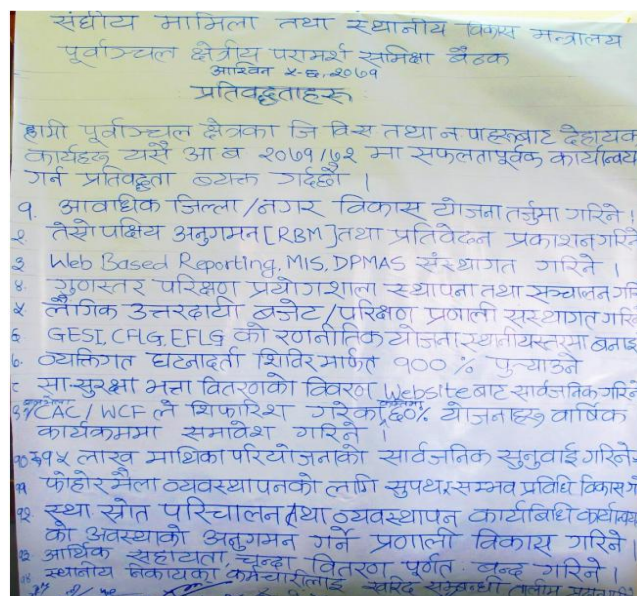


Figure 6: Biratnagar consultative meeting signed commitment

- Public audit, public hearing, social audit as a public accountability tools and reinforce for adopting at all level

Similarly, Joint secretary Mr. Gopi Krishna Khanal as a chief of Municipality management division highlighted on revenue increment at VDC, DDCs and Municipalities level. It was also noted that adoption of proper accounting system is essential to minimize fiduciary risks and strengthen public financial management system. Lastly, Mr. Khanal stressed that capacity development of CACs and WCFs at local level is important for achieving overall goal of local bodies including ministries.

Furthermore, National programme Director, Mr. Reshmi Raj Pandey provided valuable insights and appreciated overall outcome of the consultative meetings. Mr. Pandey highlighted that such consultations are need to bring concern programme partners, staffs and stakeholders together to analyze the programmatic issues and develop strategies to overcome those issues. He remarked, “LBs to give equal priorities to other thematic ministries for effective collaboration and coordination for better results.

Likewise, there were closing remarks voluntarily from the participants as well. Some brief remarks are as follows:

Mr. Bharat Kumar Sharma, LDO Rukum, “ Rukum is in 10th position with regards to MCPM target. 10 districts declared ODF, Birth registration 90% in the districts”.

Mr. Nayaran Prasad Risal, LDO, Mugu district, “Information sharing and flow via website in 20 VDCs, effective SMS, third party monitoring is good learning”.

Mr. Surendra Rai, SDO, Bhojpur,” I appreciate new approach in LGCDP to review the progress via program tree analysis. It is participatory and time saving”.

Mr. Yuba Raj Kattel, LDO, Sindhupalchowk, “It is necessary to focus on preparing performance based indicators for the staff of local bodies link with MCPM. LBs performances should be acknowledged at various levels for motivating the institutions towards good governance and there should be different performance indicators for VDCs and DDCs. Such system helps to maintain the financial discipline at all level.”

Narayan Prasad Sapkota, EO Bhaktapur Municipality, “Learnings and best practices from different LBs should be documented and replicated elsewhere.”

Mr. Govinda Pandey, EO, Kohalpur Municipality,” Kohalpur Municipality is committed to declare Nepalgunj as waste free. Plantation of NEEM tree, implementation of mobile toilets, CFLG manual developed and ready to be implemented.”

11 Key Achievements

- Built common understanding on LGCDP-II programme amongst LBs and LGCDP staffs
 - Successful use tree analysis as a participatory tool for reviewing and reflecting approach and progress.
 - Identified major issues/challenges, key learning and proposed way forwards
 - Developed thematic action plan with clear timeline
 - Developed 5 regional Programme Trees and a consolidated National mega tree
 - Regional and National level commitment paper signed and endorsed
-

12 Conclusion

The consultative meetings were successful in meeting its objectives, that is, increased horizontal and vertical learning and developing a common understanding on LGCDP-II. The meetings were actively participated and represented by LBs which provided an ownership and added value to the LGCDP II. The meetings explored issues/challenges, outputs and learning along with way forward within the MoFALD/LGCDP programmatic framework that was extensively discussed as team by LBs, DGEs/UGEs and had ample guidance from MoFALD dignitaries such as Secretary, Under Secretaries and Joint Secretaries and also representatives of Donors. The consultative meetings provided a platform for its staff to come together to share programmatic and operational challenges while highlighting best practices as well. The consultations have therefore given a new drive to its staffs and achieving outputs while contributing to the outcome with development of thematic based work plan. The interactions helped clear many programmatic confusions. The piloting of Tree Analysis as a tool for LGCDP programme analysis provided innovative method and renewed energy to the staffs in discussing and presenting ideas, issues while minimizing the digitization of power point presentations that was more of a one-way communication. Tree analysis method proved to be successful in getting participants to actively discuss and raise questions via the market place management. The regional tree analysis and a national mega tree alongside a national commitment were the major outcomes of the consultative meetings. The LBs tree that was put together to produce regional tree serves as a reminder and commitment to meet the targets set out. There were some minor challenges with managing market place in some places but was still successful in getting the participants engaged. Role of ICT volunteers is proven effective and essential and useful for developing digital data and presentation in regional and national forums.

Pictures of the consultative meetings



MoFALD Secretary addressing the Meeting



Participants of the 1st Regional Consultative Meeting



National Program Manager addressing the meeting

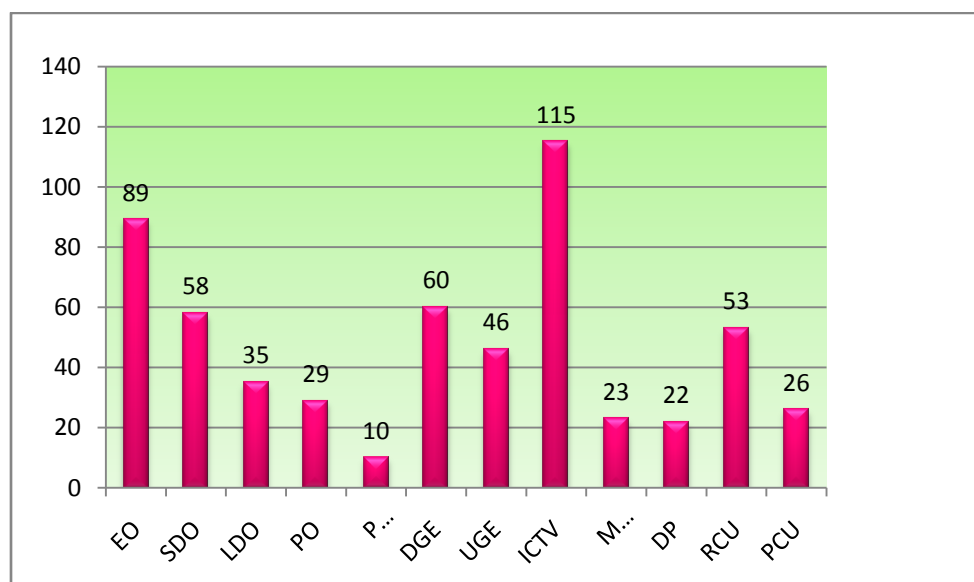


Participants observing the LGCDP tree

13 Annexes

13.5 Annex 1. Cumulative figure of participants nationwide.

Participants: LBs (LDO, SDO, Eos, Pos), RCU, PCU, DPs, DGEs/UGEs, ICTV, MoFALD



S.No.	Post	No.of Participants
1	EO	89
2	SDO	58
3	LDO	35
4	PO	29
5	PMAO	10
6	DGE	60
7	UGE	46
8	ICTV	115
9	MOFALD	23
10	DP	22
11	RCU	53
12	PCU	26

13.2 Annex 2: Details of the Mega-Tree

Output Group	Inputs/Process	Outputs	Issues/Challenges	Learning
1	SM Guidelines (WCF, CAC, SM)	Ward citizen forums (WCF) (35,021 in VDCs and 398 in Municipalities)	Blanket approach to urban and rural Social mobilization	Reflect process enhances accessibility of DAG
		Total members in WCFs (VDC=833,922;F=44% and municipalities=10,083;F=58%)		Empowered community enhances accountability
		Citizen Awareness Centers = 4289	Inadequate LIP grant and TA to DAG	Quick impact small business are useful for DAG
		Members in CAC (117,737; F=71%)		Harmonization among LIP support agencies is necessary
2	Social accountability tools	Public audit in LBs (VDCs=64%; Municipalities =84% and DDCs=67%)		Regular public hearing and public audit are effective for transparency and accountability
			Compliance of LBs as per LSGA/R and LB Resource	
	LGAF operational manual			
3	Integrated Property Tax	LBs internal income (increased by 10%) (VDCs=13%; Municipalities =52%; DDCs=43%)	Institutionalization of MCPM	Implementation of IPT contributes to increase in internal income
	Revenue Guidelines			MCPM is an effective tool for

				LBs' resource utilization
4	Fiduciary Risk Reduction Action Plan	Procurement plan (DDCs=83%;Municipalities=95%)	Timely budget transfer and follow up	E-bidding enhances free and fair competition and reduces administrative load
	Public Expenditure Financial Accountability		Fiduciary risks	
5	Capacity Development Strategy/Plans		Inadequate HR and CD system	
		CD Strategy and Plan		
		PRF Framework	Different TA staff in MoFALD/LBs	
6	Quality Lab	Vital registration and social protection MIS software in 17 LBs		Implementation of VERS software strengthens vital registration
	Social Security Guidelines		Ghost beneficiaries	Social Security Allowance increases family/social respect and happiness
	Vital Events Registration Act/Regulations		Internalizing building code	
	Community Mediation		Strengthening Quality Lab	Less disputes at local level, better community development
7	Planning Guidelines (Periodic/yearly)	Gender responsive budget (GRB) (VDCs=484;Mun=8;DDCs=23))	District/Municipalities/VDCs monitoring and supervision committee less	

			functional	
	Web Based Reporting		Non-alignment of LGCDP's reporting format with MoFALD and NPC	Effective implementation of Project Funding Matrix contributes to fiduciary risk reduction
	District Planning and Monitoring Assessment System		Link public resource with local plan	Close link between strategic and annual plan produces better results
				RBA framework is essential for better results
Cross-cutting	Introduce GESI/CFLG/EFLG/DRR/ICT	CFLG adoption - (More than 60 DDC and 40 MC)	Inadequate capacity in GESI/CFLG/EFLG/DRR on planning/implementation/monitoring and reporting	Gender responsive budget is main tool for mainstreaming of GESI
			Socio-cultural, economic barriers and political interference	Use of ICT/software speeds up service delivery
		EFLG trained 1900 SM and 700 VDC Sec.		E-Governance is effective for good governance
		EFLG communication strategy		
		Increased targeted budget and participation in Local governance process,		
		GESI training to LBs		
		GIS Training - 133 ICT volunteers		

		IEC Strategy and ICT survey of LBs		

13.3 Annex 3: Thematic Group work plan - Social Mobilization and Community Mediation

Social Mobilization and Community Mediation									
Annual Work Plan for fiscal year 2071/72 (till Mid July 2015)									
SN	Expected Result	Indicators	Means of Verification	Assumption	Major Area of Action	Social Mobilization and NGO coordination Section	RCU/PCU	Time Frame	
1	Out of total approved plan Local Bodies address 60% of plan prioritized by WCF	a) 50% in Dhangadhi RCU	RCU RBM report	DGEs, UGEs, Social Mobilizers and LSPs are in Place	Reformation of WCFs as per SM operational manual	TOR 6	RCU	By end of December 2014	
		b) 70% in Nepalgunj RCU			Graduation of CAC and expansion of New CAC by 50%	TOR 6	RCU + PCU	By end of July 2014	
		c) 60% in Pokhara RCU							
		d) 50% in Hetuada RCU							
		e) 50% in Dhulikhel RCU			SM Basic training to all social mobilizers	TOR 2	RCU + PCU	By end of November 2014	
		f) 70% in Biratnagar RCU							
2	Out of total approved plan Local Bodies Approved 40% of plan addressing the need of target group (Women, children and DAG)	a) 40% in Dhangadhi RCU	RCU RBM report	Timely Budget Release at all levels	Capacity development of WCF/CAC/stakeholders in local level planning/ civic oversight	TOR 2	RCU + PCU	By end of December 2014	
		b) 40% in Nepalgunj RCU							
		c) 40% in Pokhara RCU							
		d) 40% in Hetuada RCU							
		e) 40% in Dhulikhel RCU			Budget ceiling and guidelines are provided on time				

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		f) 40% in Biratnagar RCU						
3	Social ill-practices are minimized in 20% CACs' covered settlement.	20% CAC will minimized social ill practices in all region (RCU Biratnagar 20%, Hetauda 40%, Dhulikhel 25%, Pokhara 25, Nepalgunj 30, Dhangadhi 40%?)	Case studies/ Social Survey report	60% field visits are ensured of RCU expert	Orientation on SM operational Manual 2071 to Local bodies, D/M/VSMCs	TOR 2 & 7	RCU + PCU	By end of December 2014
4	Social mobilization data base software is operationalized in DDCs/Municipality	Updated social Mobilization data base software will operationalized in all local bodies.	Local Bodies Information Section		Orientation to SDOs, SMs, DGEs/UGEs on SM data base	TOR 7	RCU + PCU	By end of November 2014
5	50% WCF engaged in Civic oversight and monitoring functions	50% WCF engaged in Civic oversight and monitoring functions in all regions (RCU Biratnagar 50%, Hetauda 60%, Dhulikhel 50%, Pokhara 50, Nepalgunj 55, Dhangadhi 60%?)	SM data base report		SM agency mapping	TOR 5	RCU	By end of March 2014
6	20% WCFs/CAC develop as entry point for all community development activities	20% WCFs/CAC develop as entry point for all community development activities	Local Bodies coordination meeting minutes	MoU at Central level with Different agencies	Harmonization workshop at regional and districts level	TOR 5	RCU	By end of November 2014
7	Rolling out Community Mediation in 10%	Rolling out Community Mediation in 10% VDC Municipality wards of	SM quarterly report	Community Mediation Guideline	Mapping on existing Community Mediation agencies	TOR 5	RCU	By end of December 2014

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	VDC Municipality wards	all region	prepared and disseminate on time	Orientation on Community Mediation guideline to local bodies, SMs, LSPs	TOR 2 and 7	RCU + PCU	By end of June 2014
				Training to Community Mediators on community mediation	TOR 2	RCU + PCU	By end of June 2014
8	D/M/VSMCs are formed in Local bodies	a) 9 DDCs, 14 Municipality and 346 VDCs in Dhangadhi RCU b) 15 DDCs, 12 Municipality and 543 VDCs in Nepalgunj RCU c) 16 DDCs, 32 Municipality and 784 VDCs in Pokhara RCU d) 10 DDCs, 18 Municipality and 727 VDCs in Hetauda RCU e) 12 DDCs, 19 Municipality and 569 VDCs in Dhulikhel RCU f) 13 DDCs, 35 Municipality and 656 VDCs in Dhulikhel RCU	Local Bodies Minutes	Capacity Development support to DSMC/MSMC/VSMC	TOR 7	RCU	Regular

13.4 Annex 4: Thematic Group work plan-Capacity Development, Governance, Public Financial Management and Procurement

Capacity Development, Governance, Public Financial Management and Procurement								
Annual Work Plan for fiscal year 2071/72 (till Mid July 2015)								
SN	Expected Result	Indicators	Means of Verification	Assumption	Major Area of Action	Respective Section	Focal Person in PCU	Time Frame
1	Capacity Development Strategy endorsed	1 CD Strategy Developed and Endorsed by Dec 2014	Approved CD Strategy	MoFALD Timely Approve the Strategy	Review CD Strategy by RCU and PCU; CD Strategy review meeting in MoFALD- to build ownership; Final review and Submit for Endorsement	Internal Management and HRD and Admin Section	CD Specialist	Dec-14
2	PRF Modality Developed and Approved	1 Draft PRF Framework Developed by Dec 2014	PRF Modality Doc.	PRF Modality approved by MoFALD	Prepare ToR for Consultant; hire consultant; first draft report received; report reviewed; report implementation committee formed	HR Section and PCU	CD Specialist	Dec-14
3	Identified Capacity Gap of LBs	Capacity Gap Assessment Report of 75 DDCs and 132 Municipality	Doc. Developed	Gap Assessment Modality approved	Gap assessment form developed; piloted in selected districts; Carry out Gap Assessment	HR Section and PCU	CD Specialist	Mar-15
4	Prepared CD plan of LBs	18 DDC and 12 Municipalities	Capacity Gap Report	„	Send circulation to the LBs for CD plan support needs; support LBs to develop CD Plan; Develop CD Plan	HR Section and PCU	RGDGE	Jun-15
5	Local employees Census	All LBs	CD Plan		Develop PIS modality/guideline; Data Collection of LBs; develop PIS Software; Data entered	HR Section and PCU	DGE/UGE	Jun-15
6	PIS system Established	PIS System Established	Census report			HR Section and PCU	DGE/UGE	Jun-15
7	Strengthened capacity of NSP	Capacity Dev. Plan of LDTA in Place	PIS Software		Sign MoU with NSP; Carry out CD Assessment of NSP; develop CD Plan; Implement CD Plan	HR Section and PCU	CD Specialist	Jun-15

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8	Local FRRAP Operationalized	12 DDCs and 6 Municipality	CD Plan	MoFALD timely correspondence to LBs	Local FRRAP Operationalized	Finance	PFM Expert	Jun-15
9	VDC Accounting Software Implemented	600 among remaining VDCs	Software based Report		Develop VDC Accounting Software, accounting package pilot, roll out	Finance	PFM Expert	Jun-15
10	Accrual accounting system Introduced	14 Municipalities	Accrual Software		Introduce accrual accounting system	Finance	PFM Expert	Jun-15
11	Introduce E-Bidding System	15 DDCs and 15 Municipality	Software		Introduce e-bidding system	Finance	Procurement Specialist	Jun-15
12	Prepared procurement plan of LBs	All LBs	Procurement Plan		Prepare procurement plan	Finance	Procurement Specialist	Jun-15
13	Carried out revenue potential studies	12 DDCs and 6 Municipalities.	Revenue Study Report		Carry out revenue potential study	Revenue Section	PFM Expert	Jun-15
14	IPFC formed in all new Municipality	72 Municipality	Meeting Minute of IPFC	Timely organized training to LBs staffs	IPFC form; Implement IPFC	Municipality Management Section	PFM Expert	Jun-15
15	Periodic District Development (PDD) Plan prepared	40 DDCs	DPP	Develop PDD Plan	Prepare PDD Plan in all districts	Planning Section	RGDGE	Jun-15
17	Building code implemented	6 Municipalities	Minute	Technical staff recruited in new Municipalities		Fire Control and DMS Section	Building Code Specialist	Jun-15

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18	Quality Lab Strengthened	10 DDCs	Reports	Quality Lab Established and revitalized by MoFALD	Establish Quality lab; orient to the LBs to operate	Infrastructure Dev. Section	Building Code Specialist	Jun-15
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13.5 Annex 5: Thematic Group Work Plan: Environment Friend Local Governance (EFLG)

Environment Friendly Local Governance (Annual Work Plan for fiscal year 2071/72 (mid July 2015))

Prepared in National Consultative Meeting 28-30 September 2014 at Godawari

Annual Work Plan for fiscal year 2071/72 (till Mid July 2015)

SN	Expected results	Indicators	Means of Verification	Assumptions/ Risks	Major area of actions	Respective section/unit	Focal person in PCU	Time Frame
1	EFLG best practices documented and provided to Communication Officer of LGCDP	Best practice draft report	E-mail to LGCDP-CO, NPM and EMS Chief		1.1 Visit selected DDCs, Municipalities and VDCs	EMS	Ek Raj Sigdel	By December 2014
					1.2 Prepare best practices collection format and circulate to DGEs and UGEs for their input	EMS	Ek Raj Sigdel	By December 2014
					1.3 Compile the best cases and provide to CO of LGCDP	EMS	Ek Raj Sigdel	By April 2015
2	Successful Implementation of LoCAL	Capacity development plan, Implementation guidelines and necessary staff in place		Timely release of budgets	2.1 Extend backup support to EMS for recruiting consultants, support organizing workshops and ensure quality of reports	EMS	Ek Raj Sigdel	By April 2015

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3	Environment Management Plan Checklists revised and disseminated	Revised checklist	E-copy uploaded in MoFALD/ LGCDP-Website	3.1 Review and revise the environment management plan checklists	EMS	Ek Raj Sigdel	By December 2014
4	In coordination with IPD Section EFLG IEC Materials prepared	IEC Materials - Logo, flyers	IPD Section attach priority to prepare IEC Materials	4. Support EMS in preparing ToR, procuring editor and designer and vendors and assure quality of the report	EMS	Ek Raj Sigdel	By March 2014
5	EFLG friendly revised District Periodic Plan prepared	All Revised District Periodical Plan	DPP Report	5. Attend few DPP preparation workshops, extend backup support, document lesson learned and share a model DPP through EFLG Web site	EMS	Ek Raj Sigdel	By April 2015
6	EFLG in English published	EFLG - Book in English	Published EFLG - English Book	6. Support EMS in preparing ToR, procuring editor and designer and vendors and assure quality of the report6	EMS	Ek Raj Sigdel	By November 2014
7	EFLGP Implementation Guidelines prepared and implemented	EFLGP Implementation Guideline	MoFALD approved report	7. Extend technical backup support for the Guidelines and facilitate approval process	EMS	Ek Raj Sigdel	By November 2014
8	IEE Report Summery Guidelines Uploaded in MoFALD Web Site	IEE report summery guidelines	MoFALD Web Site	8. Prepare IEE summery report	EMS	Ek Raj Sigdel	By October 2014

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9	Feedback provided to all IEE Reports	IEE Review Committee Meeting Attendance	IEE Review Committee Meeting Minute		EMS	Ek Raj Sigdel	Regular
10	At least 80% SM and 50% VDC Secretaries Oriented on EFLG	Orientation training to SM and VDC Secretaries	Training Database of Environment Management Section	10. Prepare training materials, facilitate training proposal approval process and prepare training plan	EMS	Ek Raj Sigdel	By April 2015
11	Climate change and Environment SWAP document developed	Climate Change Environment SWAP	SWAP Report in hard copy/soft copy available in EMS	Recruitment of international consultant in time	EMS	Ek Raj Sigdel	By April 2015
12	EFLG Communication Strategy Integrated in MoFALD's communication strategy	MoFALD's communication strategy		IPD Section attach priority to prepare MoFALD's Communication Strategy	EMS	Ek Raj Sigdel	By April 2015
13	Successfully implemented Renewable Energy Program	Renewable Energy Program Implementation Status		13. Facilitate implementing renewable energy program in selected DDCs	EMS	Ek Raj Sigdel	By April 2015

13.6 Annex 6: Thematic work plan: Gender and Social Inclusion (GESI)

Annual work plan for fiscal Year 2014/015 GESI							
S N	Expected results	Indicators	MOV	Assumptions	Respective section	Key Actions	Time frame
	GESI				GESI	Developed TOR to review and reform national policy	By Oct, 2014
1	Localization of GESI policy at local level	Reviewed, revised and reformed national policy	Report, Guidelines, policy	Timely circulation on cross cutting issues from MoFALD.		Organized W/S on policy review, revised.	By Nov, 2014
		Local GESI policy developed in 12 pilot districts (2 per region)		Effective monitoring by MoFALD and PCU, RCU		Endorsement of policy, GRB strategy at ministry level	By Dec, 2014
		Implemented GRB in piloting districts (12 districts, each region 2)		Regular follow-up by LBs		Orientation to local governance stakeholders on localization of GESI policy, GRB strategy/guideline	January to May, 2015
		Roll out the GRB in 75 district		Enabling environment of local bodies, MoFALD		Support to develop local level GESI policy/strategy in 12 districts	April, 2015 till Jul, 2015
		Capacity development of LBs and DGE/UGE, SM.				Organized TOT to LBS and Expert, DGE/UGE, on GRB, GESI audit at six regions.	By Jan, 2015
		Ensured the allocation (35%) and expenditure (80%) of target budget.				Piloting of GRB at 11 DDCs	June, 2015
		GESI Audit in 75 districts				Organized GESI audit in 75 district	By Dec, 2014
		Effective monitoring for				Roll out the GRB at LBs.	Till June, 2015

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	ensuring the target budget (35%)					
	Mainstreaming the cross cutting issues in DPP and annual plan			Developed communication and dissemination strategy on GESI and CFLG.		Jan, 2015 to March, 2015
	Increased participation of women, socially excluded group, children in development process hold local governance accountable			Develop the TOR of GRB committee		Dec, 2014
Localization of CFLG guideline and strategy at local level	Adaption of CFLG in 18 DDCs, 30 Municipalities	Report , Guidelines, policy	Timely circulation on cross cutting issues from MoFALD.	Developed monitoring plan of PCU, RCU.		Continue
	CFLG declaration in 20 VDC and five Municipalities			Effective monitoring by MoFALD and PCU, RCU	CFLG Organized horizontal meeting at center and regional level	Trimester based
	# of LBs that have been incorporate children need.			Regular follow-up by LBs	Institutionalization Bal Vela at bottom up planning process of all local governance.	Nov 2014 to March, 2015
	Mainstreaming the cross cutting issues in DPP and annual plan				Ensuring the representation of children participation in different committees.	Continue
	Capacity development of local governance stakeholders and DGE/UGE, SM.				Support and capacitate local bodies for effective using 10 to 15% resources allocated for children.	Continue
					Capacity development of local governance stakeholders and DGE/UGE, SM on CFLG.	Till April, 2015
					CFLG , Bal Vhela TOT at six regional level	By Dec, 2014
					Training on CFLG declaration at six regional level	April, 2015
					Develop the hand book of Bal Vhela	Till Dec, 2014

	Support to declare the CFLG in 20 VDC and 5 Municipalities	Till June, 2015
	Roll out the CFLG in all local bodies at 75 districts	Till June, 2015
	Support to develop DPP of LBs ensuring the cross cutting issues	Till June, 2015
	Documentation case studies, best practices and lesson learn	Continue

13.7 Annex 7: Thematic work plan- Social Protection and Vital Registration

Social Protection and Vital Registration							
Annual work plan for fiscal year 2014/15 (June)							
Expected results	Indicators	Means of Verification	Assumptions	Major area of actions	Respective section/unit	Major Actions	Time frame
Increase coverage of vital event registration	60% of VERS (Birth, Death, Marriage, Divorce and Migration)	Population based survey report	Baseline data be available through baseline survey	National campaign on VERS - IEC materials airing and transmissions through mass media	Vital Registration & Social Security Division	Back stopping, support to LBs	throughout the year
			Capacity development plan prepared and implemented for VERS	Training provided to SMs, VDC personnel, DGE/UGE, DDC staff	RCUs	Monitoring and facilitating training activities	End of June 2014
				Rolled out MIS Training to all concern HR	Vital Registration & Social Security Division, RCU, ICT	On site coaching	End of June 2015

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			National representative Vital event registration survey	Vital Registration & Social Security Division	Support for survey team	End of June 2015
			Prepared an IT plan to implement the VER software	Vital Registration & Social Security Division, ICT	Support to IT team if required	end of June 2015
			Registered events in real time and place and send to concern LBs through quick media	Vital Registration & Social Security Division	Follow up and back stopping support	end of June 2016
			Coordination with health post, FCHVs, schools and community organizations	RCUs, LBs responsible personnel	back stopping and monitoring	Throughout the year
Remove ghost beneficiaries of social security allowance	Social security beneficiaries data updated	Annual progress report on annex 11 & 12	Verification of beneficiaries through WCF/CAC & FCHVs for final verification	RCU, DDC,VDC,MUNICIPALITYs	back stopping support to LBs, SMs and monitored the verification process	Trimester Basis
			Training/orientation for social mobilizers, VDC & DDC staffs on social security	Vital Registration & Social Security Division, RCU	Facilitate the sessions if needed	End of Dec. 2014
			Include social security allowance distribution progress on public audit & public hearing done by CSOs	RCU, LBs	Coordinate with CSOs	end of June 2015

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			Implement MIS system gradually	Vital Registration & Social Security Division, RCU-ICT	Back stopping support to prepare electronic database	end of June 2015
			publication of beneficiaries details	LBs	Back stopping for publication to LBs	Trimester Basis
			Local Social Security Coordination Committee functional	LBs	Coordinate with LBs, DGEs/UGEs to make Coordination Committee functional	End of November 2014
Expansion of banking system for regular payments	Rollout of banking system for payment	Banking reports	Manual records are computerized for MIS entry	LBs	Back stopping support	end of June 2015
			Identified banking partners and channels	LBs, RCU		end of June 2015
			Study on banking channels possibility all District conducted	Vital Registration & Social Security Division	Support in study	end of June 2015

13.8 Annex 8: Thematic work plan: Local Governance and Accountability Facility (LGAF)

Government of Nepal							
Ministry of Federal Affairs and Local Development							
Local Governance and Accountability Facility (LGAF)							
Action plan for 2071/72							
Expected Results	Indicators	MoV	Assumptions	Major areas of Actions	Role and Responsibility		
					Respective Sections GGS MoFALD	Focal person in PCU	RCU/ RMRAE
Practice d CSO led compliance monitoring in 75 districts	finalized detailed guideline for compliance monitoring by CSOs-1	Compliance monitoring guideline	In time available of resource	Preparation of LGAF Operation Guidelines for LBs compliance monitoring for CSOs	Decision making, implementation	Facilitation, Technical support	-
	Created training and reference material for CSOs	Training manual, reference materials		preparation of training manuals for CSOs' training, reference materials on downward accountability and civil oversight	Budget availability, decision and implementation	design of ToR, facilitation	Feedback and local level input
	Trained 66 CSOs on LGAF operational manual and civic oversight functions	Training Reports	All districts and Municipality will have DGEs/UGEs	Train 66x4=264 CSO personnel and mobilize for LBs compliance monitoring	Finalize OM, coordination, Resource availability, execution	Technical input and support	coordination, communication and execution
	Issued request for proposals to shortlisted 292 CSOs of 66 districts	RfP notice, RfP documents in homepage, Monitoring Reports/photos		RfP document preparation, publish in LGAF homepage, mail to CSOs, organize pre bid meeting	Decision, implementation	documentation, communication	coordination and communication,
	Evaluated # of CSO proposals based on quality and cost based procurement method	Media coverage, LGAF homepage, selection decision minute		evaluation of # of Technical and Financial proposals of CSOs	Decision, Mobilization, monitoring, finalizing selection	Facilitation, monitoring, quality control, technical support	Registration of CSOs' proposals, technical proposals opening work and send to

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GGG/MoFALD						
	Awarded contracts to at least one CSO in 66 districts	Contract documents, Minutes,	CSOs contracted out 1 in each 66 districts	Decision making, authority delegation, work order issue, fund mobilization	Facilitation and Technical support	coordination, Contract with CSOs with negotiation (if necessary)
	Mobilized CSOs for LBs compliance monitoring and feedbacks, and improvement in 66 districts,	Work order, CSOs reports, LBs publications	mobilization of 66 CSOs by LGAF in respective 66 districts with ToR, guidelines, checklists and IEC materials and reporting formats	Policy decision, monitoring, feedback	Facilitation and technical support for CSOs mobilization, feedback	Mobilization of LC, DGE/UGs for CSOs monitoring
Practice d CSO led compliance monitoring in 75 districts	Undertook annual performance evaluations of 66 CSOs	Quarterly/ Annual Compliance Monitoring integrated Report	development of performance rating criteria, monitoring and evaluation of CSOs, decision for extension, request to CSOs' planning for next year, and complete agreement with CSOs	policy decision and execution, follow up, monitoring/documenta tion, decision	Design draft criteria, implementation support to GGS	Implement assessment work, mobilize DGE/UGE
	Mobilized DGEs/UGEs to monitor 66 CSOs' compliance monitoring work and their performance assessment	Field report, CSOs asset	Support RCUs for DGEs/ UGEs mobilization for CSOs monitoring, providing necessary documents and process	decision, monitoring, implementation	technical support, advocacy, implementation support, monitoring and evaluation	Implementation, mobilization, monitoring, reporting
	Collected and compiled 66 CSOs' reports at RCU level, compiled and disseminated at center level	Integrated Reports at RCUs (Aligned prog. & SALGP) and PCU, GGS	Support RCUs to mobilize RMRAE, develop common reporting formats and compile and prepare analytical	policy decision and execution, follow up, monitoring/documenta tion, decision	compilation and prepare national report, feedback	collection, compilation, feedback, provide regional report to LGAF Secretariat

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	Conducted orientations to selected 491 LBs including DGE/UGE (based on CSOs area coverage)	Training Reports		Mobilize CSOs for district orientation, monitoring/ feedback	policy decision and execution, follow up, monitoring/documenta tion, decision	Technical support, advocacy, monitoring	
	Implemented compliance monitoring in 9 SALG districts harmonization with LGAF modality	Monitoring Reports/photos		Monitoring, report collection, integrate SALGP in LGAF reporting	policy decision and execution, follow up, monitoring/documenta tion, decision	technical support, advocacy, monitoring	Monitoring, reporting
	Monitoring of CSOs compliance monitoring carried out by NC, IC, DPs and LC assuring quality NC/IC/ members monitoring quarterly DPs as per need, LC monthly	Monitoring Reports/photos	Time manage by Members for monitoring	preparation of Annual monitoring plan and report, NC, IC, DPs and LC members mobilization for monitoring, Monitoring checklist developed, preparation of Annual monitoring plan and report	take lead, monitoring plan preparation and execution, reporting, feedback and action,	technical support, advocacy, monitoring, documentation	management of monitoring visit, staff mobilization, feed back to CSOs
Capacita ted accounta bility tools to D/M/VS MC,	Agreed and harmonized on priority Social Accountability tools	Meeting minute	Stakeholders consensus and commitments and support,	preparation of agreed and tested accountability tools users guidelines and publishing	Policy decision, monitoring, feedback, harmonization and programme alignment strategy preparation	technical support, advocacy, facilitation, monitoring	-

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DGE/UG E/WCF Members	Provided orientation, training package for 66 district and 726 DSMC members, # of LSPs,	Training, orientation Reports, Letters, Photos, media coverage	outsourcing for training manuals preparation, Output 1 coordinate, organize training for D/V/MSMC	organize LSP training, monitoring and reporting	decision, implementation, resource outsourcing,	technical support, advocacy, facilitation, monitoring	implementation, mobilization, monitoring, reporting
Aligned /coordinated accountability programmes with LGAF at national /local level	prepared national accountability framework/methodology with other accountability programmes	meeting minutes, national accountability framework, media coverage, training manuals	stakeholders common consensus on framework/methodology	organize meeting, outsourcing for preparation of national accountability framework/methodology	organize meeting, design and agree on Accountability harmonization/alignment framework/methodology, implementation, follow up	technical support, advocacy, facilitation, monitoring	-
	Aligned programmes to avoid overlap in all districts			organize meeting, monitoring and report preparation		Advocacy, facilitation, technical support	Advocacy, facilitation, technical support
	Conducted at least 4 reporting and coordination meetings				Decision making, implementation	Advocacy, facilitation, technical support	-
	Agreed programme and approach to promote accountability through media			concept paper developed, media mobilization	Coordination with IPD Section, support to design and organize training,	Advocacy, facilitation, technical support	Implementation support, monitoring
	Conducted training to select media			monitoring and support to IPD Section to organize training		Advocacy, facilitation, technical support	Implementation support, monitoring
	publish, disseminate accountability related materials			Concept paper preparation, outsourcing and preparing, publishing the accountability related IEC	material design, coordinate with IPD section for publication	Advocacy, facilitation, technical support	Implementation support, monitoring

Grievance reporting system to MoFALD established and piloted in some LBs	Reports,	stakeholders meeting, agreed on modality then start implementation	orientation, circulation, report compilation, feedback and action, dissemination	Technical support, facilitation,	advocacy and implementation, monitoring, compilation and reporting,
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13.9 Annex 9: Thematic Work Plan: Monitoring and Evaluation Section

Ministry of Federal Affairs and Local Development (Plan FY 2071-72)							
Monitoring and Evaluation Section							
SN	Expected Result	Indicator	Means of Verification	Assumption	Respective Section	Responsibility	Time Frame
1	Web-based reporting of MoFALD with its access to RCU/PCU strengthened	Quarterly/Annual reports (Physical/financial achievements) available at MoFALD within 3 weeks of completion of reporting period.	Quarterly/Annual Report MoFALD	Unified reporting system adopted	<i>Monitoring and Evaluation section</i>	<i>M&E Section, RBMS, RMRAE, DGE, UGE and ICT</i>	<i>15-Jul-15</i>
		Required Indicators of MoFALD Plan including LGCDP's ASIP integrated in WBRS.	M&E Plan of MoFALD		1. Review and update M/E indicators of MoFALD,	MoFALD, PCU	
		Trained Staff of LBs & DGEs/UGEs/ICTV in place (DDC/Municipality) for WBRS.	RCUs reports		2. Provide training to LBs/DGEs/UGEs/ICTs/RCUs/PCU staff in WBRS	MoFALD, PCU, RCU	Jan-15
2	DMSCs, MMSCs and VMSCs to monitor project under LBs preview made functional	10% of Infrastructures and Software Projects monitored and prepared reports.	DDCs reports		3. Conduct ToT in regions for LBs staffs, DGEs, UGEs, RCU experts in facilitation and Result Based Planning and Monitoring skill.	MoFALD, PCU	Dec-14
3	Result and Information based annual plans with M&E indicators in	At least 10 districts and 5 Municipal plans linked with their periodic plan (output/outcome linked)	LBs Annual Plan document		4. Conduct training to staff of LBs, LAs and NGOs in Results based planning and monitoring	MoFALD, PCU, RCU, DDCs	Feb-15

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	LBs prepared	DPMAS updated and functional in 10 districts.	DDCs reports	5. Provide training/Orientation to DSMC/MSMC members on indicator based monitoring.	MoFALD, RCU	Feb-15
		District/Municipal stakeholders (LBs, LAs, and NGOs) trained in Result Based Planning and Monitoring.	RCUs reports	6. Prepare and orientation monitoring/reporting templates for district/Municipality team/person/staff.	MoFALD, PCU	Jan-15
5	Feedback for Planning and Monitoring from third party integrated	At least two groups of third party mobilized to monitor local level activities.	Third party Monitoring Report	7. Conduct training/orientation to experts, officers on WBRS.	MoFALD, RCU	Mar-15
6	Capacity of SM, WCF/CAC members in inclusive LLP & Civic oversight in Village level projects/activities enhanced.	At least 1000 VDC's - 3 WCF & 3 CAC Social Mobilize trained in LLP, social harmony and monitoring - ensuring 50% women's participation	RCUs reports	8. Analyze quarterly and annual reports, conduct review meetings	MoFALD, PCU, RCU	Aug-15
7	Planning process and monitoring systems of LBs improved	Quarterly and annual report analyzed, reviewed and feedback provided	MoFALD monitoring report	8.Update Online Reporting System	MoFALD, PCU, RCU, LBs	15-Jul-15
		Tools of social accountability updated and disseminated.		9. Conduct ToT to local RPs for LLP	RCU, LBs	15-Oct-14
8	Indicator based Benchmarking of LGCDP II prepared.	Perception and baseline survey carried out	MoFALD Report	10. LLP Training/Orientation in VDC Level	RCU, LBs,	15-Dec-14

13.10 Annex 10: Thematic work Plan: Communication and Documentation

Annual Result Based Thematic Work plan, 2014									
Communication Work Plan									
ASIP Activity Number	Expected results	Indicators	Means of Verification	Assumptions/ Risks	Major area of actions	Respective section/ unit	Focal person in PCU	Time Frame	Funding Source
5.1.8	IEC Strategy Revised	Final IEC strategy of MoFALD	Approved IEC strategy	Timely release of fund/Budget Support from IPDS	Conduct Workshop, Prepare and Approve TOR. Award contract to consulting Services, Collect feedback on revised IEC Strategy from respective MoFALD sections and PCU experts, Endorsement of Policy via IPDS, finalize and publish IEC strategy	IPDS	IPDS Output Manager/Communication Expert/CD expert	30-Jun-15	JFA
2.4.2	Media coordination strengthened	Development Journalism Training to local journalists	3 Trainings completed	Support from RCUs/PCU/IPDS, Timely budget release	Prepare and approve TOR, Develop Training module in consultation with CD and TC, Hire Resource Person, Conduct training at 3 regions, Capacity Development- MTOT, Training to Regional staffs and SMs on development journalism practices- writing success stories, media handling.	IPDS/RCU	Communication Officer	30-Jun-15	JFA

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5.1.9	Output wise IEC material published and disseminated	SM and Accountability IEC materials produced	Availability of IEC materials in LBs- booklets, logos, flyers	Support from respective sections/output managers and PCU experts/IPDS	Prepare and approve TOR in consultation with SM and Accountability focal points, Issue RFP, Award contract to the consulting services, Provide feedback and support to the output group to develop IEC material, Coordinate with IPDS to disseminate IEC materials to LBs	IPDS	Communication Officer	30-Jun-15	JFA
5.1.9	Best Practices publication- Compilation of best practices demonstrated during LGCDP regional consultative meetings	Bulletin published (Nepali)	E-copy circulated, published and uploaded to the website	Support from RCUs/IPDS and timely release of budget	Compile best practices collected from the regional consultative meetings, Prepare and approve TOR, Award contract to the consulting services, Publish and disseminate, Promotion of MoFALD activities	PCU/RCU /IPDS	Communication Officer	30-Jun-15	JFA
	Video production- LGCDP Regional consultative meetings	Promotional Video and Training resource material produced and disseminated	Documentary evidence	Timely release of fund	Prepare and Approve TOR for video production, Award contract to consulting Services, Collect feedback on the draft product, Finalize and publish video, Promotion LGCDP programme activities	PCU/RCU	Communication Officer	30-Dec-15	UNJP
	Regional and national consultative meetings report and commitment compiled	Tree Analysis of consultative meetings published and disseminated	Tree Analysis compilation available to MoFALD sections, RCUs and DPs	Support from RCUs/PCU experts	Promotion and Publication of LGCDP programme activities	PCU/RCU	RGCDE/Communication Expert	30-Dec-15	UNJP

13.11 Annex 11: Thematic Work Plan – GIS/Information, ICT

Thematic Work Plan- GIS/Information, ICT								
SN	Expected Results	Indicators	Means of Verification (MoV)	Assumptions	Respective Section	Focal Person in PCU	Time Frame	Remarks
1	ICT status of all 133 LBs, RCUs & PCU identified	- ICT Skills of Staffs - Computer system, and software availability - email, internet usage - Networking status - ICT Security	Survey/Monitoring/Field visits/Ranking /Weight age	Support from LBs	RCU/PCU	Program/ICT Coordinator	Q2	133LBs= 75 DDC, 58 MUNICIPALITY
2	Staffs of at least 50% LBs, RCU, PCU trained in ICT tools	- No. of trainings & ICT topics covered - No. of employees trained	Performance evaluation	Staff readiness, budget implementation	RCU/PCU/IPD	Program/ICT Coordinator	Q4	
3	ICT infrastructure of 205 LBs strengthen	- Essential ICT components installed/granted by MoFALD	Monitoring/Field visits	LGCDP Budget implementation	RCU/PCU/ Procurement	Program/ICT Coordinator	Q4	205 LBs= 75 DDC, 58 old MUNICIPALITY, and 72 new MUNICIPALITY
4	Computer networking & file sharing system implemented in at least 50% LBs, MoFALD/PCU/RCU	- File server installed - Printer server installed	Survey/ Field visits	Provided sufficient technical means and tools	RCU/PCU/IPD	Program/ICT Coordinator	Q4	
5	Resource maps of at least 69 LBs updated	- Published resource maps	No. of resource maps published	GIS data & GPS available	RCU/PCU/ IPD/GIS	Program/ICT Coordinator	Q4	ICTVs in LBs with GIS training

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6	New uniform and standard website of all 133 LBs developed and deployed	- No. of websites being deployed	Websites	Vendor dependency	RCU/PCU/IPD	Program/ICT Coordinator	Q3	133LBs= 75 DDC, 58 MUNICIPALITIES. This includes training in the same
7	Information dissemination system established and practiced in all 133 LBs	- Regularly updated social media pages - Updated websites - Annual reports	- Social media pages - Websites - Annual report		RCU/PCU/IPD	Program/ICT Coordinator	Q3	
8	Document Management System (DMS) established and maintained in at least 50% LBs	- Digital archives of LB's records	DMS portal	Based on implementation of new websites	RCU/PCU/IPD	Program/ICT Coordinator	Q3	LBs=MUNICIPALITY and DDCs
9	Knowledge Management & Transfer System established & practiced in at least LBs with ICTVs	- KM website established	Website	109 ICTV stationed LBs	RCU/PCU/IPD	Program/ICT Coordinator	Q2	depends on recruitment of ICTVs
10	Online reporting systems developed & practiced (LBs, RCU, PCU)	- Reporting systems like WBRs, DPMAS, SMDb	Report submitted on time	Need requirements from concerned thematic groups & experts; and budget	RCU/PCU/IPD	Program/ICT Coordinator	Q4	
11	Official procedures of at least MoFALD/LGCDP digitized	Digital system for PIS, Assets register, Field Visit report, Monthly						

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		activity report etc						
12	Help at least 25% LBs implement Digital Citizen Charter	- Digital Citizen Charter	Field visit	Readiness and Support from LBs, MoFALD, LGCDP	RCU/PCU/IPD	Program/ICT Coordinator	Q4	support & coordination from LBs, directives from MoFALD
13	ICT practices & guidelines of GoN followed	- Practices compared with policies & guidelines	National IT Policy of Nepal 2067	For LBs in good ICT status	RCU/PCU/IPD	Program/ICT Coordinator	Q4	
14	Government services delivered electronically (G2G)	- Number of LBs using software application systems provided & required by MoFALD	Monitoring/Field visits, Reporting	MoFALD implemented systems	RCU/PCU/IPD	Program/ICT Coordinator	Q4	

13.12 Annex 12: Thematic Work plan- Livelihood and Local Economic Development

Government of Nepal								
Ministry of Federal Affairs and Local Development								
Local Governance and Community Development Program								
Livelihood and Local Economic Development								
Annual Work plan for Fiscal Year 2014/15								
S N	Expected Results	Indicators	Means of Verification	Assumption	Major areas of actions	Respective section	Responsible	Time frame
1	At least 5,000 members of CAC developed entrepreneurship	Developed training manual on entrepreneurship	training manual	Timely availability of budget	Training manual preparation	MoFALD/PCU	PCU	Nov-14

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ip Skill	skill						
	5100 CAC members trained on Entrepreneurship skill	Training report	Timely availability of budget and manual, Active participation in training	Conduct Entrepreneurship training to 850 members of CAC from each RCU	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Till June 2015
	990 members of CAC received Business promotion training	training report	Timely availability of budget and manual	Conduct business promotion training to 330 members of CAC	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Till June 2015
	2000 SMS/LSPs training on LIP implementation	Training Report/LSP progress report	LSP will be in place	two orientation training conduct in each districts including Municipalities	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Dec-14
	375 Local Resource Person on entrepreneurship developed at VDC level	rosters of LBs, training report	Timely availability of budget and manual, Active participation in training	trained 5 persons as LRPs in each district including Municipalities	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Dec-14
	At least 210 CAC received technical support by line agencies and other stakeholders	Progress report	Orientation to Line agencies on LGCDP, LBs commitments	Support on making linkage to at least 35 CACs in each regions.	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Till June 2014
	2100 members of CAC participated in cross learning	progress report	Documented best cases	Organize exposure visit to 350 CAC members	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Feb-15

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		18 case studies developed	case studies	LGCDP support staff trained on case study writing (region wise)	Write and document best case studies	MoFALD/PCU/R CU	DGEs/UGES	Feb-15
2	At least 25 % CAC members generated self Employment	At least 25% CAC members continuing LIP activities	Progress report, interview with members	Availability of LIP grant from LGCDP and other agencies	Implement LIP grant support in 25 % CAC Members and backstopping support to members who have supported LIP grant in last FY	MoFALD/PCU/R CU	RCU/DGEs/UGES	Jun-15
		At least 30 LBs increased LIP fund by 10 %	LBs council decision/district annual plan	LBs prioritization and CACs commitment	Facilitate in LLP planning to prioritize the LIP program, Orient to DSMC, MSMC, WCF about importance of LIP	MoFALD/PCU/R CU	RCU/DGEs/UGES	Jan-15
		Potential livelihood improvement schemes identified as per geographical locations	study report/Mapping report	Sufficient resource to hire consultant	Survey, market analysis	MoFALD/PCU/R CU	PCU/RCU/DGEs/UGEs	Jan-15
		identified number of likeminded stakeholders and developed coordinated action plan	workshop report/integrated action plan	Interests of stakeholders	Organize Stakeholder analysis workshop at national, regional and district level	MoFALD/PCU/R CU	RCU/DGEs/UGES	Dec-15
		No of Joint monitoring visits by LBs, CSOs, LSPs	Visit report	Local situation and timely budget availability	Organize joint monitoring visit in at least three critical stages of program in each district	MoFALD/PCU/R CU	RCU/DGEs/UGES	Feb-15

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0	150 productive infrastructure built	No of structure/Report	Natural calamities and unavoidable situations	Provide support to build 25 Productive infrastructure in each region		RCU/DGEs/UGEs	Jun-15	
	5 % CAC Linked with Cooperatives and MFIs	Progress report	Interests of MFI and Coops	Mapping and linkage event (10 events in regions)each	MoFALD/PCU/R CU	RCU/DGEs/UGEs	Jun-15	
3	Initiated LED Activities in 20 Municipalities	Design LED program approach	National Strategy paper/ Operational Guideline	Timely approval from MoFALD	prepare LED strategy	MoFALD with support from PPSF	PCU	Nov-15
	20 LBs and stakeholders oriented of LED in 20 Municipalities	Minutes	Timely availability of approved strategy and guideline	5 in each region, orientation training	MoFALD with support from PPSF	PCU/RCU	Jan-15	
	SM/ LSP oriented on LED in 20 Municipalities/VD Cs	Minutes/Report	Timely availability of approved strategy and guideline	Orientation training (5 in each region)	MoFALD with support from PPSF	RCU/DGEs/UGEs	Feb-15	
	Identified number of Potential LED as per local priority	study report/Mapping report	Timely market survey, resource availability and private sectors' interests	conduct research in each region	MoFALD with support from PPSF	RCU/DGEs/UGEs	Dec-15	
	At least 60 LED schemes approved by LBs	LBs Annual plan	internalization by LBs on LED	Facilitate in LLP to prioritize the LED in annual plan, Orient to DSMC, MSMC and WCF about important of LED	MoFALD with support from PPSF	RCU/DGEs/UGEs	Jun-15	

