



Government of Nepal  
Annual Progress Report - 2008



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Award Title: Public-Private Partnerships for Urban Environment  
Project ID: 00060223  
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Implementation Modality: NEX  
Implementing Partner: Ministry of Local Development  
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Project Ending Year: 2009

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## Annual Progress Report - Part I

### 1. Overview of the Project

The objective of PPPUE is to increase the access of the urban citizens to basic services, and therewith, to contribute to the creation of a healthy environment and the improvement of living conditions in the urban and peri-urban areas, by promotion of partnerships between public and private sectors for the sustainable provision of urban services. The project's focuses are waste management (solid/liquid), water supply, urban sanitation (including public toilets), renewable energy and urban transportation management.

The project strives to increase the immediate coverage and quality of basic urban services accessible to the urban poor while further stimulating and strengthening participatory approaches to services delivery and hence achieve municipal good governance. The project strategy is to create an enabling environment and systems for increased community and private sector participation in basic urban services delivery; build the capacity of municipalities, civil society, private sector and communities to actively participate in basic services delivery through the PPP modality; and directly support the implementation of basic services projects.

As the project is implemented by the Ministry of Local Development (MLD), that Ministry is PPPUE's primary partner. Central stakeholders, the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) and the Municipal Association of Nepal (MuAN), have been very active in spearheading many PPPUE interventions primarily in non-project areas to increase project coverage. PPPUE also accords high priority to human resources development (HRD) in PPP and has partnered with academic institutions in furthering this goal. This year the project has worked together with UN-Habitat Water for Asian Cities and other programmes/ initiatives in the areas of water, sanitation and renewable energy.

### 2. Changes in the Development Context

Public Private Partnerships have become the cornerstone of government doctrine and economic development strategy. In the Policies and Programmes presented to the Constitutional Assembly/ Legislature-Parliament, the concept of Public Private Partnership was presented as part of the government's new transitional economic policy especially in infrastructure development and management reform and operation of public enterprises. The Public Private Partnership approach has also been proposed to attract capital investment and will form a strong basis of the government's national industrialization policy according to the Budget Speech 2065/66 (2008-09). The Prime Minister of Nepal highlighted the government's focus on PPP for economic development in the 63<sup>rd</sup> Session of the UN General Assembly on 26 September 2008.

As PPPs are now part of national policy, priority sectors within the country are adopting PPP as a matter of course. The Ministry of Health and Ministry of Agriculture have prepared policy guidelines to pursue activities in PPP modality.



3. Results in 2008

a. Progress towards CPAP Outcome and Output Indicators

CPAP Outcome:	2.1. Increased capacity of Government at the national and local level to manage resources and deliver basic services in an inclusive and equitable manner.
CPAP Outcome Indicators, baselines, targets and current status	Baseline: Target: Current status: No new data
CPAP Output:	2.1.4. Local government capacities developed to manage resources for the development of infrastructure and delivery of basic services in selected districts.
CPAP Output Indicators, baselines, targets & current status	# of PPP projects completed Baseline: 20 PPP projects implemented with UNDP support (2002-2007) Target: 50 (with UNDP support) Current status: 30 projects implemented
Project Output Indicators (if different from CPAP Output indicators), baselines, targets and current status	Capacity of local government staff, private sector and communities built in PPP Baseline: Target: 140 local government staff trained in pro-poor PPP toolkit & community contracting, 60 service providers and 10 small entrepreneurs trained in project development skills Current Status: 150 local govt. staff trained in PPP toolkit, 40 staff trained in community contracting, and 78 service providers including small entrepreneurs trained in project devt. skills  Capacity built of Partner and selected non-partner municipalities to undertake PPP projects Baseline: 20 PPP projects implemented with UNDP support Target: 20 PPP projects implemented; 15 feasibility/ other studies completed Current Status: 20 PPP project implemented, 8 feasibility/ other studies completed  Developed draft policy on financing frameworks for local level PPPs Baseline: Target: 1 policy document prepared, 10 FIs benefited Current Status: Interaction with Nepal Bankers' Association completed to undertake preparation of PPP financing policy document in early 2009, 26 persons from FIs benefited

b. Achievements against Annual Work Plan (Annual Targets & Activities)

Please see Attachment

c. Other Results contributing to the Output and/or Outcome

- As part of PPPUE's long-term policy of popularizing and enhancing PPP knowledge and subsequently developing human resources by partnering with national academic institutions - the Local Development Training Academy, Institute of Engineering (IoE) and the National Judicial Academy (NJA) - the following were completed or conducted in 2008:
  - The NJA, an autonomous statutory body established to address the training and research needs of judges, attorneys and private law practitioners, prepared a PPP Conflict Mediation Resource Manual with the project's support. The Manual will facilitate dispute resolution in conflicts that may arise during implementation of PPP arrangements.
  - The Urban Development Training Centre (UDTC) in Pokhara is under the Local Development Training Academy and runs different training packages for local government personnel. PPP related learning is also now part of standard courses targeted to various local government personnel. UDTC has conducted four 5-day training programmes for representatives of municipalities, CCIs, NGOs and civil society organisations. Representatives from non-partner municipalities, where PPP activities are being targeted through MuAN and FNCCI, were also included in the trainings.
  - The 4<sup>th</sup> batch of students have completed their MSc in Urban Planning with PPP elective at the Institute of Engineering, Tribhuvan University.

Conduction of such academic as well shorter training and capacity enhancement programs demonstrates the ownership of PPP by national academic and/ or training institutions.

- A "National Symposium on Public Private Partnership" was held 22-23 October, 2008 with the objective of crystallizing within GoN a clear policy vision on PPPs. At the symposium, PPP possibilities and present initiatives in six primary national sectors - Tourism, Local development, Education, Agriculture, Infrastructure and Health - were discussed in separate sessions. The event was organized by the Federation of National Chambers of Commerce and Industry with support from the project. The Prime Minister of Nepal participated in the event as the chief guest, and six sectoral ministers participated as chairpersons of concerned ministries.



#### 4. Contribution to Capacity Development

PPPUE has been involved in the capacity development of government, private sector and civil society personnel in order to meet its objectives. Its CD strategy has been guided by capacity assessments completed in the early stages of the project (2002/03).

##### *Advances in the legislative environment*

- The draft PPP procurement guidelines produced by the project will facilitate the procurement of projects and uniformity in implementation practices

##### *Policy tools*

- Appropriate changes have been drafted into the PPP Guidelines (for local bodies) 2061 to reflect amendments in the LSGR and Financial Administration Regulations 2064. The amended Guidelines have been submitted to MLD for approval before publication.

##### *Training of national counterparts (including on-the-job mentoring)*

- An orientation on contract document preparation was conducted for municipality staff including PPP focal points with the main objective of providing them with knowledge about various types of PPP contract documents and their preparation. Sample contract documents were also distributed during the orientation program.
- Mediation in PPP projects can play a vital role in making or breaking PPP projects. Once the conflict arises, initiation on the part of one of the parties is needed to resolve it. An orientation on "PPP Conflict Mediation" was therefore conducted for private entrepreneurs and relevant stakeholders to sensitize them on the role of mediation and its procedures. Technical know-how on PPP mediation was also disseminated at the session.
- Focal points interaction meeting - At the annual interaction meeting of PPP focal points (Mechinagar, May 2008), the experiences and knowledge of all the partner municipalities related to PPP activities and project implementation were shared. PPP Action Plans from the municipalities were also reviewed/ updated, and new avenues for more effective PPP projects for better infrastructure provision and service delivery were discussed.

##### Capacity development of private sector (medium & small entrepreneurs), community members, etc.

- Private service providers, small entrepreneurs and others were trained in project proposal writing and business plan preparation. The training series is expected to lead to better project formulation and inclusion of pro-poor aspects, etc., during the project formulation stage. One of the trainings was conducted on the initiation of the Bhaktapur Chamber of Commerce and Industry.
- A five-day training program to train master trainers in household and community composting - "TOT on household and community composting" - was organized in Lalitpur. The training was targeted mainly at community members and women with the objective that they would then train other members of their communities. Following this training, community based training programs were completed at Bharatpur, Pokhara and Siddharthanagar.



#### Capacity development in finance sector

- 26 representatives from Nepalese financial institutions are trained in project financing and portfolio management through the India PPP Capacity Building Trust of the Infrastructure Development Finance Company Limited ("IDFC").
- 26 Government engineers (MPPW, MLD) and municipal engineers from partner municipalities were also trained in project development, project assessment in order to develop their capacity in developing viable PPP projects through IDFC.

#### 5. Contribution to Gender Equality, Women's Empowerment, and Social Inclusion

- The project carried out a study into the achievements of PPP projects in terms of gender equality and social inclusion including recommendations for new project identification procedures to make PPP projects more socially inclusive and/ or gender sensitive. 24 projects were reviewed in six municipalities. The study found that projects which have focused on the needs of women, excluded and poor in situation analysis of the projects performed well. Similarly, projects with specific project objectives of addressing the needs of women and excluded in addition to the broader project objective have performed better. Participation of women and excluded people in design and implementation phases of the projects contributed to project success. The study also showed that there is low participation of the beneficiaries in project monitoring. Some of the findings are summarized below:
  - Nine projects (37%) had assessed the needs of the women, excluded and poor.
  - Participation level of women, excluded and poor in project planning
    - 50% of projects had participation of beneficiaries during the planning phase.
    - 33% had involved women, whereas 29% had involved excluded groups.
    - 58% of projects had involved women, excluded and poor in project implementation
    - 21% of projects have taken affirmative action in favour of women, excluded and poor
    - 33% have special facilities that address women, excluded and poor needs.
    - 33% of projects were specifically targeted to women and 25% were targeted to excluded and poor people
- The local community has taken over the wholesale management of the bottled water project at Dhalko, Kathmandu distributing water in jars to un-served (or underserved) populations under PPP arrangement. The project mainly serves poor and scheduled caste people in the area. Now the project has extended its services to Saur Bahal, Teku in southern Kathmandu. The Dhalko project is a joint project of PPPUE, the Nepal Water Supply Corporation (now Kathmandu Upatyeka Khanepani Limited or KUKL) and UN-Habitat. It serves 540 disadvantaged households.

#### 6. Partnerships

- The project partnered with the Ministry of Physical Planning and Works of the Government of Nepal to provide more clarity and guidance on PPP projects in infrastructure and the operating environment of 'The Act on Private Financing in Build and operation of Infrastructures 2006' and 'Regulation 2007'. An interaction program with papers from various stakeholders was held on 8 December for this purpose.



- A training for financial institutions in project development and financing was conducted through the India PPP Capacity Building Trust of the Infrastructure Development Finance Company Ltd. (IDFC). IDFC is a specialized financial intermediary for infrastructure projects in India. Apart from using IDFC's HRD capabilities to develop expertise in Nepal both in the finance sector as well as the project development front, PPPUE plans to seek their assistance in laying the groundwork for the development of a PPP Institution which can take on multiple functions like PPP financing, skill development, project assessment, etc.
- The Nepal Bankers' Association will lead an interaction programme to prepare a draft PPP financing policy for submission to the Nepal Rastra Bank (Dec. 15)
- Collaboration and cooperation with UN-Habitat Water for Asian Cities programme in construction of slaughter shed at Hyumata in Kathmandu. This joint project has PPPUE, UN-Habitat, Water Aid-Nepal, Kathmandu Metropolitan City and the local butcher community as partners. The slaughter shed will be a pilot facility in sanitizing meat preparation. Other interventions are planned in meat shop upgrading and awareness raising among vendors and buyers both. PPPUE is also collaborating with UN-Habitat in setting up rainwater harvesting system at Bhaktapur Hospital.
- Partnering with SNV-Nepal for PPP orientation and PPP potential in cash crop promotion in three eastern Nepal districts: Ilam, Panchthar and Fidim in association with Chamber of Industries, Biratnagar.
- MoA signed with the Alternative Energy Promotion Centre (AEPC) for using solar energy to power streetlights. AEPC will be providing technical support for this project. Lalitpur CCI is the other partner.
- Cooperation with ILO's Employment Intensive Investment Program and Employment Creation & Peace Building Based on Local Economic Development (EmPLED) in two projects in Janakpur in solid waste management and sanitation. The ILO team plans to visit Biratnagar to review experiences in community based SWM and private operated waste collection.

#### South-South partnerships

The NPM of PPPUE was a resource person at the 3rd Community of Practice Meeting Capacity Development for Local services Delivery, 7-10 October 2008 in Dakar, Senegal and the PPP session at the 4th World Urban Forum (3 - 6 November, 2008) in Nanjing, China. He was also a resource person in the second WASH Fair in Cox Bazar, Bangladesh (13 November 2008).

PPPUE invited a Sri Lankan expert to formulate pilot projects in community based solid waste management in Pokhara Sub-metropolitan City. Three community based projects were formulated as a result of the training.

Experts from the Infrastructure Development Finance Company Ltd. (IDFC), New Delhi, India, were utilized in the capacity development of banking personnel and government and municipal engineers in project financing, development, assessment, etc.

## 7. Implementation Challenges

- Delays in procuring services for conducting studies, training, etc. because of the reluctance to sub-contract given rigid procurement regulations in the public sector

*Risk and Issue logs are in the annexe to this report.*

## 8. Lessons learned and next steps

Some priority actions in 2009 for expansion of PPPUE activities:

- Expansion of PPPUE coverage to build upon the momentum built up by UNDP
- Given the background of the requirement of Nepal to identify, develop, properly assess and implement micro to mega PPP projects, UNDP can act as a facilitator in order to enhance the capacity of government human resources to make them capable of project development and analysis and banking and financial institutions to develop their human resources in project financing skills by establishing such capacity building and project development and assessment capacity with the involvement of related stakeholders.
- Better formulated PPP projects will be able to secure financing both nationally and from external financial sources more easily and UNDP can play a strong facilitating role in coordinating such financing primarily with donor and other bilateral agencies
- With its expertise and experience in PPP areas UNDP and the PPPUE project can assist various ministries of GoN willing to take up the PPP modality. Setting up PPP units in each Ministry could be a starting point as discussed at the PPP Symposium. UNDP can also play a vital role in establishing a PPP capacity building unit in Nepal as, presently, GoN's primary need is to prepare PPP proposals, develop PPP projects and institutionalise a PPP procurement system in each ministry.
- The groundwork has already been laid for the establishment of an infrastructure development bank in Nepal with support of the Asian Development Bank and International Finance Corporation. UNDP can provide added impetus to this activity by expediting the process of establishment and ensuring that benefits can be shared by a greater number of stakeholders.

## 9. Implementation Status of NEX Audit Action Plan (if applicable)

Audit areas - Findings	Impact Severity	Target date for implementation	Implementation Status (Implemented, Partially implemented, not implemented)
1.6.1 Some of the expenditures were accounted to wrong account heads Recommendation Expenditures should be charged to the correct head	Low	July 2008	Fully implemented



Annual Target	Key Activities	Achievements (against activities & actions)	Financial				
			Fund	Budget Code	Budget	Expenditure	
Capacity of local government staff, private sector and communities built in PPP (140 local government staff trained in pro-poor PPP toolkit & community contracting, 60 service providers and 10 small entrepreneurs trained in project development skills)	1.1 Promote Targeted Procurement & Community Contracting (TP&CC) modality in partner municipalities and facilitate labour intensive projects	1.1 An international expert on TP&CC conducted training and project implementation initiation in pilot municipality Pokhara. Three projects were developed in decentralized waste management activities. Two of the identified projects are being actively pursued. Training in composting as well as distribution of composting bins has been initiated in Ward No. 3. Model TP&CC project for constructing canal in ward no.1 of Mochinagar Municipality has been initiated. 100%	71205	International Consultant	2,192	2,192	
			71400	Contractual services - Individuals	5,085	5,322	
			71600	Travel	2,615	1,549	
			72100	Contractual services	2,914	2,495	
			74500	Miscellaneous	500	99	
			72500	Supplies	500	.	
			Completed				
			Completed				
			1.2 Three trainings on business plan preparation and project proposal writing organized for 78 service providers and informal entrepreneurs with local experts as resource personnel. One of the trainings was conducted at Bhaktapur CCI on their initiation. 100%	71400	Contractual services - Individuals	3,880	3,095
			71600	Travel	17,309	9,120	
			72100	Contractual services	23,797	16,248	
			72500	Supplies	500	257	
			74500	Miscellaneous	1,047	200	
Completed							
Completed							
1.3 Develop human resources in PPP through academic and training institutions	71400	Contractual services - Individuals	4,364	4,445			
71600	Travel	6,500	6,500				
1.3 Trainings and courses conducted by UDTG, IoE, N/A, NASC and a private training provider were reviewed at a joint session. New directions for PPP training were also identified. An interaction programme on municipal infrastructure and PPP initiatives was held on 3rd Aug 2008 with the joint organization of the Nepal Engineers' Association and the programme. Training of 100 local govt. staff in Pro-poor Toolkit completed. PPPUE and MPPW jointly conduct the national workshop on Act on Private Finance in Build and Operation of Infrastructure. 100%	72100	Contractual services	28,821	27,428			
72500	Supplies	530	487				
74500	Miscellaneous	500	154				
71200	International Consultant	9,000	4,977				
Action: Review of trainings, courses in 2007	Completed						
Action: Workshop on municipal infrastruct. devt.	Completed						
Action: Workshop on BOT Act	Completed						
Action: 100 staff trained in PPP Toolkit	Completed						

Annual Target	Key Activities	Achievements (against activities & actions)	Financial			
			Fund	Budget Code	Budget	Expenditure
	1.4 Manage knowledge resources and disseminate knowledge products in PPP	1.4 Upgrading of resource centres at Muan, FNCCI and Narayangadh CCI has been supported through provision of books, publications or physical upgrading (including a separate PPP Unit in the FNCCI building). A list of possible publications for the centres has also been prepared. Leaflet preparation for three cases on PPP initiatives in Nepal in collaboration with UNDP Reg. Centre, Bangkok was finalized; the leaflets were published locally. 100%	71400	Contractual services- Individuals	1,350	1,350
	Action: Media items on PPP activities	Completed	71600	Travel	-	-
	Action: Leaflets on PPP initiatives	Completed	72100	Contractual services	11,424	12,558
	Action: Existing resource centres upgraded	Completed	72500	Supplies	9,380	9,380
			74500	Miscellaneous	500	-
	<b>Sub-total</b>				132,708	107,958
Capacity built of Partner and selected non-partner municipalities to undertake PPP projects (20 PPP projects implemented; 15 feasibility/ other studies completed)	2.1 Support partner municipalities in PPP planning and implementation including GIS mapping	2.1 PPP Action plans were updated for partner municipalities both individually and at the Focal Points' interaction meeting held in Mechinagar for experience sharing and mutual learning. GIS based utility maps were prepared for 4 municipalities - Butwal, Bhaktapur, Pokhara and Siddharthanagar. The maps which include utility data on solid waste, electricity, drinking water, telephone, roads, social facilities, etc and relevant data were officially handed over to the municipalities. 20 municipal staff were trained in GIS mapping. 100%	71400	Contractual services - Individuals	3,270	3,317
			72100	Contractual services	17,083	15,304
	Action: 3 GIS utility maps prepared	Completed	71600	Travel	12,354	9,781
	Action: GIS training conducted	Completed	72500	Supplies	500	139
			74500	Miscellaneous	500	344
	2.2 Review existing PPP projects from social inclusion, gender sensitivity and pro-poor perspective and identify, promote feasible PPP projects in Partner Municipalities	2.2 Twenty PPP projects were supported for implementation in partner municipalities in composite; public toilets/ urban service centres; waste to energy (bio-Gas Generation from vegetable and toilet waste); drinking water projects; passenger waiting sheds (bus shelters). A number of activities targeted at medical waste management in Bharatpur were accomplished in 2008; city level strategy formulation, orientation of senior health personnel (dept. heads, etc.) of BP Koirala Memorial, and awareness programmes for communities and political leaders. Sample procurement documents were provided to Dhulikhel, Biratnagar and Kathmandu municipalities. 100%	71400	Contractual services- Individuals	3,581	3,545
			72100	Contractual Services	15,000	14,585
			71600	Travel	7,845	9,932
			72615	Seed grants	80,046	74,554
			72500	Supplies	1,000	200
			74500	Miscellaneous	-	-



Annual Target	Key Activities	Achievements (against activities & actions)	Financial			
			Fund	Budget Code	Budget	Expenditure
	Action: Review report prepared from gender and social inclusion perspective Action: 20 projects supported for implementation	Completed Completed		Local Consultant Contractual services - Individuals	300 721	
	2.3 Support PPP Committees to undertake studies and related groundwork for PPPs	2.3 Eight business plans and other studies completed An orientation on PPP contract documents was conducted for municipality and CCI focal points. Model PPP contract documents for different services were also distributed. 50% - Several projects did not require studies as they were community generated. It was also difficult to procure consultants to conduct studies.		71400 Contractual services - Individuals	721	
	Action: 15 business plans/ feasibility/ other studies prepared	8 studies completed		71600 Travel	1,395	1,495
	2.4 Support MuAN & FNCCI to conduct PPP activities in selected municipalities	2.4 MuAN and FNCCI are providing support to two model projects in non-programme municipalities - SVM related to swine rearing in Dharam. MuAN and FNCCI have taken the responsibility to run 4 PPP projects in 4 non-project municipalities. Reports on findings of Infrastructure Development Bank workshop have been provided to MOE, NRB and other stakeholders.		72100 Contractual services - Individuals	10,893	8,977
	Action: Findings from infrastructure bank Action: PPP orientation in non-prog. areas	Completed Completed		72500 Supplies	500	491
	Sub-total			74500 Miscellaneous	500	105
	3.1 Policy support to central agencies (NRB, MoF) in financial sector for enabling PPP financing environment	3.1 The diagnostic study of FIs and FCI's with bankers have given guidelines for a financing policy for adoption by NRB. The Nepal Bankers' Association led an interaction programme to prepare a draft PPP financing policy for submission to the Nepal Rastra Bank. Draft policy will be finalized in 1st quarter, 2009.		71400 Contractual Services - Individual	721	855
3. Developed draft policy on financing frameworks for local level PPPs (1 policy document prepared, 10 FIs benefited)				72100 Contractual Services	2,000	
					180,264	165,182

Annual Target	Key Activities	Achievements (against activities & actions)	Financial			
			Fund	Budget Code	Budget	Expenditure
	3.2 Support MLID to prepare PPP procurement guidelines and regulations	3.2 A public call was placed to prepare PPP procurement Guidelines. Bids were processed, but job was not awarded. It was suggested to hire a resource person instead and complete the job internally. Accordingly a resource person was hired, and draft PPP procurement guidelines have been prepared. Appropriate changes have been drafted into the PPP Guidelines (for local bodies)2061 to reflect amendments in the L.SCR and FAR 2064. The amended Guidelines have been submitted to MLID for approval before publication. 100%	71400	Contractual Services- Individual	721	1,000
	Action: Draft PPP procurement regulations submitted to MLID	Completed	72100	Contractual Services	5,427	624
			72500	Supplies	200	149
			74500	Miscellaneous	100	52
	3.3 Support to improve financial institutions' (FI) organisational capacity and facilitate establishment of infrastructure/ municipality bank for PPP financing	3.3 A business talk was held jointly by the Nepal Bankers' Association and PPPUE on the topic of "Mergers and Acquisitions in the Banking Sector". A FGD was held with representatives of financial institutions on capacity building and on project financing in Nepal. A report on the interaction on Municipality Bank (by MUGAN jointly with CITINET and PPPUE) was disseminated to MoF and other stakeholders. A Training Workshop on Urban Transport Planning and Management was also conducted. IDFC, Delhi conducted training for financial institution personnel in December. 100%	71200	International Consultant	11,000	4,977
	Action: Business talk held	Completed	71400	Contractual services - Individual	442	855
	Action: Report on interaction on infrastructure bank submitted	Completed	71600	Travel	1,000	898
	Action: Diagnostic study of Fin. Institutions	Completed	72100	Contractual services	18,327	17,995
	Action: Training of fin. institution personnel conducted	Completed	72500	Supplies	500	-
			74500	Miscellaneous	700	180
	3.4 Prepare central level studies in PPPUE priority sectors.	3.4 Three central level studies were conducted: fecal sludge treatment (collected from domestic septic tanks by private companies); citywide medical waste management in Bharatpur through private operators; Clean Development Mechanisms (CDM) in SWM. The study on CDM related to SWM was conducted to establish a baseline for municipality's involvement in carbon trading to provide additional motivation for SWM activities. 60% - Two central level studies were not awarded.	71400	Contractual Services- Individual	3,695	3,956
			72100	Contractual Services	17,844	10,150



Annual Target	Key Activities	Achievements (against activities & actions)	Financial			
			Fund	Budget Code	Budget	Expenditure
	Action: 5 sectoral study reports prepared	3 studies completed	72500	Supplies	200	
	3.5 Support participation in national/international PPP events for policy related work and support research for interns on PPP	3.5 Five students supported: three from the College of Applied Sciences and two from MSc Urban Planning (UEP). One intern from NEA joined the project.	74500	Miscellaneous	200	
	Action: 5 students supported to conduct thesis	Completed	71400	Contractual Services- Individual	3,474	3,113
			71600	Travel	8,100	2,538
			72100	Contractual Services	1,680	3,725
			72500	Supplies	500	
			74500	Miscellaneous	300	
	3.6 Facilitate mediation of conflict in PPP projects in collaboration with N/A & prepare manual for PPP conflict mediation	3.6 23 small entrepreneurs and potential private operators were sensitized on mediation in PPP disputes. Laxman Aryal, former Supreme Court judge and Chief of Mediation Centre, was the lead resource person of the training. The National Judicial Academy submitted an outline for a Mediation Resource Manual for PPP conflict mediation in accordance with an MOA signed with them for preparation.	71400	Contractual Services- Individual	721	
			71600	Travel		
	Action: Training on PPP dispute mediation conducted	Completed	72100	Contractual Services	4,804	2,301
	Action: Manual for conflict mediation/ dispute	Completed	72500	Supplies		
			74500	Miscellaneous	200	
	<b>Sub-total</b>				<b>82,856</b>	<b>53,383</b>
				<b>Total</b>	<b>395,828</b>	<b>326,534</b>