

**Annex III- Budget of the Action  
ACA/2019/410-680  
Capacity Development of Local Governments**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				INDICATIVE BUDGET	Indicative annual budget				
		Year 1 (1 to 12 Months)	Year 2 (13 to 24 Months)	Year 3 (25 to 36 Months)	Year 4 (37 to 48 Months)		Amount (USD)	Year 1 (1 to 12 Months)	Year 2 (13 to 24 Months)	Year 3 (25 to 36 Months)	Year 4 (37 to 48 Months)
1.1: Conduct capacity mapping and develop capacity plan.	1.1.1: Organize introductory workshops about the project in all four targeted provinces, in collaboration with Commissioner/Assistant Commissioners of Local Government					Supplies, commodities & materials	95,620				
	1.1.2: Hire consulting firm(s) to conduct capacity mapping and assessments					Staff and other personnel costs	66,934				
	1.1.3: Conduct methodical capacity mapping of LGs such as planning, fiscal management, implementation, monitoring (operations) and deliverable LGAs based on levels of capacity					Vehicles, equipment and furniture including depreciation	95,620				
	1.1.4: Conduct mapping of existing systems related to business and service delivery (such as information management systems, front office, revenue etc.)					Contractual Services	330,289				
	1.1.5: Conduct mapping of planning, budgeting, and tracking tools available to and utilized by LGs, and analyze data availability and relevance, in collaboration with relevant planning offices					Travel	47,810				
	1.1.6: Identify and evaluate existing participatory mechanisms (disaggregated by sex, age, ethnicity etc.)					Transfers and Grants to Counterparts	95,620				
	1.1.7: Conduct sample assessment of LGs and their role in promoting local businesses					General operating costs of the project office*	124,306				
	1.1.8: Support consolidation and visualization of findings from capacity and systems mapping, and assessments (including assessments conducted by partners) with G5.										
	1.1.9: Based on the findings of capacity assessments, in collaboration with SIIIG, MOTU, CIG, etc., develop integrated capacity development plans, areas for learning by doing, and learning trajectories										
	1.1.10: organize workshops for SIIIG, MOTU, CIG and the Good Governance Resource Centre (GGRC), on implementing, review/monitoring, of capacity development initiative										
	1.1.11: Strengthen training, learning by doing by organizing training for LGs) the capacity of Good Governance Resource Centres to serve as responsive and training facilities										
	1.1.12: Establish advisory boards in the four provinces to review capacity development plan implementation through the project cycle										
	1.1.13: Establish capacity development network to guide roll out of capacity development plans										
	1.1.14: Review and update results framework, finalize indicators, timelines and targets of the project										
	1.1.15: Conduct capacity assessment of potential implementing partners and establish a roster										
<b>Sub-Total 1.1</b>							<b>856,198</b>				
1.2: Conduct capacity building on planning, budgeting and for utilization of basic and performance transfers.	1.2.1: Organize visioning exercises and refreshers on the roles and functions for devolved and decentralized units of government.					Supplies, commodities & materials	129,087				
	1.2.2: Raise awareness of basic and performance transfers among officials and at community level (in collaboration with DDP)					Staff and other personnel costs	50,200				
	1.2.3: Develop education materials on SDOs, participatory planning, creative problem solving, etc. (linked to 1.2.6, 1.2.8, 1.2.9)					Vehicles, equipment and furniture including depreciation	35,857				
	1.2.4: Organize panel to peer exchange and learning trajectories (such as order writing (OAI) for LG officials and community members related to participatory planning, subproject implementation (including procurement) and innovative solutions to be financed through basic and performance transfers and service delivery.					Contractual services	322,717				
	1.2.5: Organize conference and targeted training (including related to resident local development) for first time Councilors (including women and youth) (as through GDS, MOTU, GGRC etc.)					Travel	35,857				
	1.2.6: Organize joint workshops for LGs and decentralized units to familiarize/refresh on SDOs, SDOs prohibition at the local level, planning and budgeting processes – including gender-responsive budgeting, participatory processes, and use of web and digital tools (linked to K.A.1.1)					Transfers and Grants to Counterparts	35,857				
	1.2.7: Develop checklist or dashboard for participatory training of LGs on meeting the criteria for basic and performance transfers.					General operating costs of the project office*	107,572				
	1.2.8: Integrate SDO related activities and local and provincial plans										
	<b>Sub-Total 1.2</b>							<b>717,148</b>			
	Output 1: Local Planning and budgeting cycles, and local service delivery improved and are responsive to gender and marginalization issues.	1.3.1: Train community-based organizations and civil society organizations to raise local awareness on local development planning, social audits etc. (linked to DDP and British Council work with select community forums)					Supplies, commodities & materials	258,173			
		1.3.2: Improve and/or develop mechanisms/tools to enable participation of different stakeholders (including digital participation platforms)					Staff and other personnel costs	100,401			
		1.3.3: Improve analysis and prioritization of community level and ward level needs (including information about disaster risks) and integrate it into local plans.					Vehicles, equipment and furniture including depreciation	71,715			
		1.3.4: Improve/develop and use of planning and budgeting tools (with an emphasis on visualization, allocation and utilization tracking down to ward and community level), in line with DDPs, and in collaboration with central and provincial institutions on planning and budget (linked to 2.7 and 3.2)					Contractual Services	645,433			
		1.3.5: Develop service tracker to log requests for services, time taken for services (disaggregated by age and sex), etc. to improve efficiency and effectiveness (linked to 1.3.4)					Travel	71,715			
		1.3.6: Raise awareness on internal and external grievance and feedback mechanism (including on hours of authority, sexual harassment, quality of services, social and environmental impact) particularly through the CHG Project)					Transfers and Grants to Counterparts	71,715			
1.3.7: establish online and/or offline complaint mechanisms with emphasis on follow up action						General operating costs of the project office*	165,144				
1.3.8: Provide training to community forums and COs (targeted through SDOs) to act as interlocutors to address grievance related to services											
1.3.9: Train, CSO/NGO and LA and create mechanisms for social audits, citizens report cards and proactive disclosure at all levels of local governance system to promote downward accountability and improve feedback mechanisms.											
1.3.10: Develop guidelines and establish interoperability between different web/mobile tools of LA and PG and support data analysis (linked to 1.2.7, 1.3.4, 1.3.5 and 3.1.2)											
1.3.11: Capture and collate experiences and lessons from capacity development interventions (including use of planning and budgeting tools, and disaggregate by sex, age, ethnicity of officials, etc.											
<b>Sub-Total 1.3</b>								<b>1,944,296</b>			
1.4.1: Review data management routines, practices and standards applied in collaboration with the Deputy Chief Secretary/Planning, (including referral to collection of data at ON level) and the use of ON data at different levels of government)						Supplies, commodities & materials	127,116				

*(Handwritten initials/signatures)*



<b>Change and strengthen the process of decentralization</b>								
	<b>3.2: Improve collaboration between different levels and units of central, decentralized and devolved government.</b>							
		13.2: Support central and provincial governments to review planning process, financial and information flows based on existing and further analysis, from central to LA				98,946		
		13.3: Strengthen horizontal and vertical linkages between different levels of devolved government, and between devolved and decentralized units based on review and lessons from implementing basic and performance transfer systems.				70,676		
		13.4: Develop and test doctrine, guidelines, regulations to improve efficiency, collaboration, coordination and gender integration within the local government systems, based on recommendations from research, analysis and good practice.				668,791		
		13.5: Develop e-procurement systems (with an emphasis on including micro, small and medium enterprises in the local e-market for procurement) based on the approval of the new procurement guidelines.				150,675		
		13.6: Encourage central and provincial audit offices to support LA/PLCs to meet recommendations of financial and performance audit				70,676		
	<b>Sub-Total 3.2</b>					1,448,227		
		<b>Total for Output 3</b>				443,410		616,049
		<b>Total Direct cost</b>				10,219,626		1,528,037
		<b>General Management Support (7%)</b>				715,374		107,266
		<b>TOTAL</b>				10,935,000		1,635,343

UN Exchange rate of Euro to dollar 1.09 for the month of October, considered for the calculation.

For the purpose of interpreting clause 11.3 of the General Conditions, the budget heading is understood as "Total for output" i.e. 1, 2, 3 Staff and other personnel costs of the project office(s) as described in pages 41 and 42 of Annex I: Description of the Action.

Please also note that General Operating costs of the project offices includes:

i) costs of maintenance and repair contracts specifically awarded for the operations of the project office;

ii) costs of consumables and supplies specifically purchased for the operations of the project office;

iii) costs of IT and telecommunication services specifically purchased for the operations of the project office;

iv) costs of energy and water specifically supplied for the operations of the project office;

v) costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of the project office;



