

Country: Nepal

UNDAF Outcome: To enable Local Governance Institutions and Civil Society Organizations to function in a democratic, accountable and transparent manner.

UNDAF Indicators: (a) Capacity of Local Bodies strengthened
(b) Increased proportion of Dalits, DAG and women taking active roles
(c) Increased number of districts with functioning federations of community- based organizations.

Programme Outcome: (a) National Government devolves its authority (functions/ resources) as per the spirit of LSGA
(b) Local Bodies make provision for the improve delivery of services for the devolved sectors
(c) Local Bodies adopt positive discriminatory village development programme model by undertaking affirmative action to benefit the Dalit, Minorities and Disadvantaged Groups including women.

Implementing Partner: Ministry of Local Development

Programme Period : 2004- 2006
Programme Title : Decentralised Local Governance Support Programme (DLGSP)
Programme Code: NEP/04/002
Programme Officer: Anil K.C

Total budget: USD 6,000,000
Allocated resources:
• Government: in kind
• UNDP (TRAC): USD 6,000,000



Agreed by Ministry of Finance (HMG/N):

Mahesh
UNDER SECRETARY

Agreed by Ministry of Local Development (HMG/N):

Mahesh
24.6.04



Agreed by UNDP/Nepal:

Anil K.C
Under Secretary
25.6.2004

His Majesty's Government of Nepal

and

United Nations Development Programme (UNDP)

NEP/04/002 – Decentralised Local Governance Support Programme

(DLGSP)

Brief Description

DLGSP succeeds and builds on the lessons learnt from the PDDP, LGP, LGP/PDDP Bridging Phase and other local governance programme. The programme aims to contribute to enhance effective participation of people in the governance process ensuring improved access of socio-economic services to Dalits, disadvantaged groups including women in particular as envisaged in the Tenth Plan. The programme builds the capacity of the Local Bodies to improve service delivery especially in the sectors planned for devolution through its own institutional and/or alternate delivery mechanisms in accordance with the LSGA 1999. At the policy level, it will assist the Ministry of Local Development in strengthening its institutional mechanisms for policy and monitoring functions. National Planning Commission (NPC) will coordinate in the preparation & implementation of devolution guidelines in consultation and collaboration with the sectoral Ministries and will have a properly functioning GIS for planning and budgeting purposes. The overriding focus of the programme will be to empower the community people through flexible social mobilisation package, especially Dalits, disadvantaged groups, including women and ensure their access to basic services even under the current difficult situation. Lessons learned from 100 VDCs of mid and far western regions under LGP/PDDP Bridging Phase will be fully incorporated in on going VDP-VDCs. The programme will be implemented for a period of three years in on going programme districts/ VDCs and will be expanded by mobilising additional resources from partner donors during the implementation of DLGSP and will coincide with the Tenth Plan/PRSP. The programme will contribute to achieve the Tenth Plan/PRSP goal of reducing the poverty by pursuing PRSP strategies namely (a) improving the quality and availability of economic services and infrastructures for rural communities (b) ensuring social and economic inclusion of the poor and vulnerable groups and (c) vigorously pursuing good governance to improve service delivery efficiency, accountability, and transparency at the local level.

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Acronyms

ADDCN	Association of District Development Committee/Nepal
ADB	Agricultural Development Bank/Nepal
ASTO	Area Support Team Office
BAP	Bishweshwor Among the Poor
CO	Community Organisation
CBO	Community Based Organisation
CMC	Chairperson-Manager Conference
DACAW	Decentralised Action for Children and Women
DANIDA	Danish International Development Assistance
DASU	Decentralisation Advisory Support Unit
DAG	Disadvantaged Group
DLGSP	Decentralised Local Governance Support Programme
DFDP	Decentralised Financing and Development Programme
DDA	District Development Advisor
DFID	Department for International Development (U.K.)
DIMC	Decentralisation Implementation Monitoring Committee
DIP	Decentralisation Implementation Plan
DPA	District Programme Associate
DDC	District Development Committee
DMIS	District Management Information System
GIS	Geographical Information System
HMG/N	His Majesty's Government Nepal
HRD	Human Resource Development
ICT	Information Communication Technology
IFAD	International Fund for Agriculture Development
LGP	Local Governance Programme
LDF	Local Development Fund
LDFB	Local Development Fund Board
LSGA	Local Self-governance Act
LGSP	Local Governance Strengthening Programme
LDTA	Local Development Training Academy
LPBPP	LGP/PDDP Bridging Phase Programme
MC/PM	Minimum Conditions and Performance Measures
MEDEP	Micro Enterprise Development Programme
MLD	Ministry of Local Development
NAVIN	National Association of VDCs in Nepal
NORAD	Norwegian Agency for Development Cooperation
NPC	National Planning Commission
NPD	National Programme Director
NPPP	National Programme Project Professional
PAF	Poverty Alleviation Fund
PDDP	Participatory District Development Programme
PMC	Programme Management Committee

PRSP	Poverty Reduction Strategy Paper
PMSU	Programme Management Support Unit
REDP	Rural Energy Development Programme
RUPP	Rural Urban Partnership Programme
RDP	Rural Development Programme
QIP	Quick Impact Project
SACCO	Savings and Credit Cooperative
SGF	Seed Grant Fund
SM	Social Mobilisation
SMA	Social Mobilisation Agency
SMELC	Social Mobilisation Experimentation and Learning Centre
SNV	Netherlands Development Organisation
UDLE	Urban Development with Local Efforts
UNBCPR	United Nations Bureau for Crisis Prevention and Recovery
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNCDF	United Nations Capital Development Fund
UN-BOG	United Nations Basic Operating Guidelines
VDP	Village Development Programme
VDC	Village Development Committee
VDF	Village Development Fund
WFP	World Food Programme
WUPAP	Western Upland Poverty Alleviation Programme

Section I

Part I. a: Situation Analysis

Context

His Majesty's Government of Nepal (HMG/N) is committed to establish decentralised governance system in the country. Article 25 (4) of the Constitution of Nepal (1990) states, "It shall be the chief responsibility of the state to maintain conditions suitable to the enjoyment of the fruits of democracy through wider participation of the people in the governance of the country and by way of decentralization." The Plans and Acts developed since 1990 carry this very spirit of the Constitution.

The Country Cooperation Framework II (2002 – 2006) agreed by the HMG/N and UNDP has also indicated the need to adopt a two-pronged approach in the area of democratic governance. One set of activities will be focussed at the local level (district and village) and another at the central level institutions. The social mobilisation would be taken as an entry point for better decentralised governance at local level in a synergetic manner. The CCF II has envisaged to achieve some important outcomes such as (a) operationalization of the Local Self-Governance Act (b) greater understanding and practice of decentralised governance with enhanced capacity of local body to plan, finance and implement development programmes in an accountable and transparent manner, (c) preparation of Annual and Periodic Plans, (d) social mobilisation package expanded and replicated. However, given the situation arising out of conflict in the country, the CCF II outcomes is subjected to review with some adjustments.

The main goal of the Tenth Plan / PRSP is to reduce the poverty from 38% to 30% by the end of plan period for which the PRSP has outlined a closely interrelated four pillar strategies namely (a) achieving high, broad-based sustainable economic growth, (b) Improving the quality and availability of social and economic services and infrastructure for rural communities, (c) ensuring social and economic inclusion of the vulnerable groups by carrying out targeted programmes for them and (d) vigorously pursuing good governance to improve service delivery efficiency, accountability and transparency.

The main objective of decentralization in the Tenth Plan is to ensure greater participation of the people in governance process to accelerate the development by implementing fiscal devolution in a phase-wise manner as envisaged in the LSGA and creating necessary institutional mechanisms including the formation of Local Service Commission. The main strategies being adopted to achieve the objective include the devolution of basic service delivery function, capacity building of local bodies and devolve certain revenue mobilization functions to Local Bodies. The Plan accords high emphasis to (a) decentralization and (b) social mobilization to reduce poverty.

The Local Self Governance Act (LSGA) and Regulation promulgated in 1999 established a number of principles of local governance including devolution of responsibilities, resources and the authority to raise revenues. The legal framework provides space for greater citizen participation in local governance and emphasises the partnership

between Local Bodies, civil society organisations, NGOs and private sector for development. Following the joint HMG/donor review in 2001, greater impetus has been accorded to the decentralization process.

As a follow-up action, HMG/N has taken several concrete steps to translate the spirit of the LSGA into action. NPC, MLD and allied agencies have approved a National Framework Document for Decentralised Governance and Capacity Building in 2002 and the Decentralization Implementation Monitoring Committee (DIMC) has approved a Decentralization Implementation Plan (DIP), which covers political, legal, fiscal and institutional issues that need to be addressed. Local Body Fiscal Commission is working on a decentralised financing mechanism, a formula-based grant allocation system and DDC block grant criteria/guidelines for sectoral devolution of services and revenues to DDCs, and a detailed 'roadmap' for fiscal decentralization and devolution to the Local Bodies. In this process, three sectors, namely agriculture, primary education and basic health have already been brought under the authority of the Local Bodies and piloting is underway for complete devolution of the sectors in some of the districts. Some other relevant key policy decisions taken by HMG/N to promote decentralization and devolution processes, to strengthen local governance and participatory development are found in the Immediate Action Plan (2002), Medium Term Expenditure Framework (2002 – 2005) and the Poverty Reduction Strategy Paper (PRSP)/Tenth Plan (2002-2007).

A mechanism to flow of fund in the districts in a decentralised manner has been introduced by HMG/N by establishing District Development Fund (DDF). The DDF is a district treasury in which all the funds for development is deposit and then channelled to respective projects and programmes. The MLD has initiated drafting the Local Service Act. District Technical Office has been established in the districts and brought under the aegis of the Local Bodies as their technical wing to streamline the technical work.

Several donors have been supporting HMG/N in developing and implementing policies, plans, Acts and Rules on decentralisation since 1990. The leading programmes/donors in this sector are PDDP, LGP and their successor LPBPP (UNDP/NORAD/DFID); DASU/DANIDA; DPP/SNV, DFDP (UNCDF/DFID); RUPP (UNDP), UDLE, RDP (GTZ), SLBA (DANIDA/NORAD), DACAW (UNICEF), WUPAP/IFAD. Key areas of support include promoting participatory people-centred development process through social mobilisation at the micro level, capacity development of DDCs at the meso level and policy support to the government through Ministry of Local Development (MLD), National Planning Commission (NPC) and allied agencies at macro level.

LGP, PDDP and LPBPP support was provided at all three levels – micro, meso and macro. At the micro level, the programmes have helped to implement the Village Development Programme through social mobilisation and to build self-governing Community Organisations (CO). The programmes have successfully mobilised more than 19,000 COs in 662 VDCs, built more than 6000 small community infrastructures (drinking water, irrigation, river training, trails, community hall, etc.) as identified/prioritised by the communities. More than 1,39,000 households have been benefited from community infrastructures. COs have generated saving amounting Rs 280 million and invested (cumulative) Rs 454 million in addition to Rs 888 million credit capital (cumulative) delivered by the LDF which contributed to generate self-



employment opportunity to about 68 thousand CO members. In several districts and villages (especially in 100 VDCs of mid and far-western development regions), the Village Development Programme has been adapted to address the issues of social exclusion and inequality which are considered as root causes of conflict. Community Organizations have generated capital through regular saving which has helped to meet some of the credit needs of community members and relieved them from taking loan from money lenders who always charge high interest rate. The credit provided by LDF has largely targeted the poor and ultra poor people. It is found that about 70% of credit is used by poor and ultra poor people. Without LDF credit, poor people have no access to any credit since there are no MFIs, especially in remote districts and VDCs. It is estimated that LDF has been able to meet only 35% credit needs. LDF and ADBN have already established financial linkage for credit in 5 districts. Efforts are underway to establish similar linkage in other districts. Women's participation in decision making and leadership have increased significantly. Although programmes were not designed to improve access to education there is significant improvement in the area of education in VDP implemented VDCs. Primary school enrolment rate of school-age girls has increased considerably in socially mobilized VDCs. VDP based on social mobilization has been replicated by DDCs with their own resource in 56 VDCs. Similarly, Bishweshor Among Poor (BAP) and Poverty Alleviation Fund (PAF) have implemented VDP in 237 and 66 VDCs respectively using LDF management structure.

The on-going efforts of LPBPP towards technology transfer and community managed service & insurance systems are important initiatives. The community managed service centres related to agriculture, veterinary, and community health are providing services to rural people where line agencies are not able to provide services due to conflict situation. The efforts towards community managed service need to be considered for wider replication. For wider impact on poverty reduction, the introduction of: (i) new set of technologies related with production, processing and enhanced information on marketing; and (ii) locally available safety mechanisms are required for the poor so that they are able to undertake enterprises with higher level of confidence.

The meso level support include building capacity of the Local Bodies to plan, programme and manage local development. As a result, programme districts have prepared annual district development plans based on the participatory approach. GIS based information system has been set up to support the planning and monitoring process. Additionally, DDCs have established District Information and Documentation Centre, Human Resource Development Centre and Programming Units. Several DDCs have published District Periodic Plan, District Master Plan, HIV/AIDS Periodic Plan and institutionalised participatory planning process. The planning process has improved considerably as result of improved information and database in the districts. The DDCs have enlarged their resource base either through revenue generation or through revenue sharing. In other words, DDCs have enhanced their capacity and professionalism.

At the macro level, support is provided to central level agencies, particularly the Ministry of Local Development and the National Planning Commission to formulate national policies in support of the decentralisation process. As a result, District Periodic Plan Guidelines, LSGA and Regulation, LDF by-laws, Administrative and Financial Guidelines have been published. Research studies have been carried out in thematic



areas such as poverty alleviation, employment promotion, women's development and environment management.

Notwithstanding the above achievements, the PDDP, LGP and LPBPP had some inadequacies. These programmes were not able to cover all poorest and marginalised households with special package tailored to meet their specific needs. About 20% households remained outside the programme intervention. COs could not complete productive infrastructure in a timely manner due to conflict situation. The programmes were not fully conflict sensitive to work on conflict by addressing the root causes of the conflict although some initiatives were undertaken at the latter part of the programme in 100 VDCs of 11 districts in mid and far western regions. The social mobilisation package was thus not very effective to address the challenges emanating from the conflict situation. Also, the programmes had no specific operational strategy to build partnership with NGOs and private sector for social mobilisation and service delivery. The institutional capacity of the LDF was inadequate to coordinate, facilitate and manage social mobilisation of other programme (viz. PAF, BAP, WUPAP etc) and is the major challenge for the programme.

In case of capacity building of Local Bodies, resource maps based on GIS technique and database of various socio-economic parameters have been established in the DDCs but do not have the capacity to utilize those information in planning and monitoring process which is a challenge for the programme. Capacity building assessment in terms of system, procedures, human and material resources is yet to be initiated in many DDCs to identify the capacity gap. Computer Accounting Package has been tested in some programme districts but could not replicate in other districts due to lack of trained manpower. The channelling of fund from District Development Fund to projects and programmes was delayed due to lack of effective coordination at district level. Human Resource Development Centres established in DDCs have prepared policy guidelines to organize training for local bodies staff in the area of decentralization, LSGA and Regulation, etc and initiated some training activities. But the centre is weak to respond the growing demand for human resource development at local level.

Earlier programmes were not adequately designed to address the capacity building of VDCs hence, VDCs capacity in planning, monitoring, revenue management and record keeping are weak which is a challenge for the programme.

Efforts to strengthen the capacity of the Local Bodies further slowed after the expiration of the terms of the locally elected representatives in July 2002. Local Bodies were managed by civil servants for more than a year. Lately, HMG/N has made political appointment to the Local Bodies to carry out the tasks of the elected representatives. It is likely that elections will not be held in the near future. Hence, questions of people participation, accountability and transparency remain an issue in Local Bodies. On the top of this the rebels have destroyed about two third VDC buildings and some DDC buildings. At this juncture it will be difficult to implement a full-fledged decentralization programme with heavy emphasis on capacity building of local bodies and improving local governance.

Conflict has caused serious impediments to participatory planning, delivery of development goods & services and monitoring of development activities. Lately the political nominees of Local Bodies are receiving threat from rebels to resign from their respective post.

The major concern of the people is the restoration of peace and availability of basic services at community level. The programme will strengthen the service delivery capacity of Local Bodies to meet the needs of the people. This will ensure that the systems already developed to support the process of decentralization do not fall apart.

A number of studies were conducted in 2003 and early 2004 to assess the overall impact of LPBPP on the ground. A PDDP/LGP Re-profiling Study conducted by UNDP in 2003 pointed out that following the restoration of multi-party democracy in 1990 the programmes have made visible impact in developing policies and regulation for democratic governance in the country. The report pointed out the need to assess the maturity of the COs and plan a gradual process of withdrawal ensuring their institutionalisation and sustainability, procure services from NGOs and other local organisations, and extend the programme by at least three years to continue support to DDCs to effectively function and deliver services. The study recommended that the programme should not be abruptly terminated.

NORAD review in January 2004 of UNDP, WFP, and UNICEF programmes in Nepal observed, among other things, that considerable social mobilisation has taken place because of these programmes, especially among the women. The building of social capital has created dynamism at the local level that will be sustained. At the grassroots level, all the programmes seem to be highly transparent, accountable and locally owned. The programmes deliver social services that are demanded by the people, such as water, health, education, and roads. Such services delivery is considered vital in the present situation. The review mission confirmed that the UN programmes are well co-ordinated at the local level and the DDC and LDF have been strengthened by the programme and seem to enjoy credibility among the people. While appreciating the programme the team has also acknowledged the difficulties faced in monitoring those programmes in the conflict situation and raised their concern about reaching the most socially excluded people which is a major concern for all development partners in Nepal. The review team further recommended that UN system be used for the continued implementation of the programmes based on the following arguments; (a) UN is accepted by all parties in the conflict and is able to work in areas that otherwise would not be reached by ordinary government channels (b) these programmes provide a link between the government system and the local communities (c) the ability to deliver basic services addresses the root causes of the conflict (d) the programmes provide systematic capacity building and institutional development.¹ It has raised demand for further expansion of LPBPP and VDP². Reduction of inputs now might aggravate the causes of conflict. There is a need to expand the programme in all the districts and VDCs.

¹ NORAD Team, Technical Department (23 January 2004), "Review of the Norwegian Support to the UNDP, WFP, and UNICEF Country Programmes in Nepal."

² Reformulation Report 2004 on LPBPP proposes an expansion of LPBPP in remaining 15 districts and that of VDP up to 1000 VDCs

UNDP's outcome evaluation "Poor communities Exercise their Right to Self Organisation and to Build Alliances" December 2003, have found that the strategy of social mobilisation has helped the poor people to form their self-help groups and implement productive activities at the local level. It has provided a kind of "motherboard" making it possible for various other programmes to be uploaded and services provided at low (even zero) marginal cost. It is noted that the programme however lacks a proper exit strategy.

DFID in April 2004 carried out another review on social mobilisation experiences of 100 new VDCs to draw lessons as inputs to DLGSP. The review report has largely endorsed the current operation modality in 100 VDCs including confirming the positive impact of the social mobilisation within a period of one year. The report highlighted that QIP has been able to channel resources at time when people need the most. The resources have been instrumental to regenerate productive self-employment and income which in turn helped to divert attention of the people from prevailing frustration and conflict. Moreover women got an opportunity to engage themselves in various income generating activities when their male counterparts have left the village due to insurgency and threat. However, the review has made some recommendations to further improve the programme namely (a) while quick impact approach has been effective in channelling resources to the community, it should not be seen at the cost of social mobilisation process as maturity and discipline are required especially for the credit operation; (b) VDP should be expanded in all the VDCs of hills and mountain districts of mid and far-western regions, (c) use LDF to promote social mobilisation and to bring about better coordination among several I/NGOs, donors and HMG/N programmes, (d) strengthen the institutional control and management mechanism of LDF with LDO's role and functions more clearly defined.

Implementing a national programme in all the districts of Nepal jointly funded by several development partners has been the main consideration of HMG/N and development partners. In this regard, an attempt was made to finalise the Local Governance Strengthening Programme (LGSP) which could not be materialised due to several factors including the expiry of the term of elected representatives.

MLD/UNDP/DFID/NORAD in early 2004 recruited a team of consultants to formulate a programme along with set of recommendations for future course of action. One of the key strategic recommendation is to design and implement Decentralised Local Governance Support Programme (DLGSP) at least for three years to continue to support the ongoing process of decentralisation while at the same time preparing a National Programme Framework in collaboration with all donors and national stakeholders to develop a long-term vision in the area of decentralised governance.

Part I. b: Goal and Objectives

Goal:

The overall goal of the programme is to enhance effective participation of people in the governance process ensuring improved access of socio-economic services to Dalits, disadvantaged groups including women in particular as envisaged in the Tenth Plan / PRSP.

Objectives: The specific objectives of the programme are :

- (a) to uplift the socio-economic status of people particularly Dalits, and disadvantage groups including women through positive discrimination Village Development Programme,
- (b) to strengthen the efficiency and capacity of Local Bodies (DDCs, VDCs) to deliver basic services through decentralised governance as envisaged in LSGA ,
- (c) to support HMG/N in preparing and implementing necessary acts, policies, and guidelines on decentralised governance and poverty alleviation.

Part II. Programme Strategy

DLGSP will be guided by the following broad programme strategies:

- a) The overwhelming focus of the programme will be to provide efficient services at the community level through the Village Development Programme which will be reoriented and streamlined to address the issues of social exclusion and inequality. Finding effective mechanism to deliver the services especially in high conflict areas will be a key priority. Through a process of benefit mapping Dalits, and disadvantaged groups including women will identified and programme will designed accordingly to benefit them with affirmative actions. The DAGs and disadvantaged groups will be identified by using criteria applied in 100 VDCs such as HDI, Dalits /ethnic concentration, severity of conflict, and remoteness. Special package for ultra poor and DAGs will be designed, as required.
- b) A long-term strategy for the sustainable provision of micro-credit will be devised and implemented for which a detailed review will be conducted within one year. Recommendations made by various reports such as (a) UNCDF Micro-Credit Portfolio Review Mission - 2004 (b) DLGSP Reformulation Mission - 2004 (c) Review of social mobilisation in 100 VDCs - 2004 and (4) UNDP's study on Outcome Evaluation - 2004 will be reviewed. Pending the finalisation of the micro-credit strategy, credit will be provided to VDP - VDCs on a very selective basis which will be determined on the basis of mapping of social mobilisation and MFI coverage. In ongoing VDCs, credit will be maintained where repayment is more than 90%. As a matter of principal, linkage with MFIs will be a priority consideration wherever possible.

mobilization process will also be included through more rigorous proactive initiatives.

- c) A more proactive approach for positive discrimination will be put into place in the recruitment of the programme staff, especially at the field level. DAGs and women will largely benefit from this approach.
- d) LDF will procure the services of NGOs/CBOs to implement the programme in some VDP-VDCs on a pilot basis. Lessons learnt from these initiatives will be documented for further replication.
- e) Wherever there is access to Micro-Finance Institutions (MFIs), LDF will seek to collaborate with them for credit component.
- f) A flexible approach of social mobilisation will be adopted to take into account the varied needs and priorities of the districts and villages. Flexibility means adopting positive discriminatory approach to match the needs of Dalits, DAGs, and women. Differential package based on the experience will be prepared for very poor areas largely inhabited by DAGs, Dalits and indigenous nationalities. In matured VDCs where COs are capable enough to handle their affairs, support from the programme will be gradually phased out. In the process of phasing out of VDP – VDCs, review will be carried out in those VDCs where VDP is in operation for more than 5 years. A strategy will be adopted to expand VDP in number of VDCs roughly equal to number of VDCs to be phased out. It is felt that COs need to be federated in appropriate legitimated organizations for increased access to services from various other organizations and functions independently.
- g) All the information will be analysed from the perspective of gender and disadvantaged groups and specific strategy will be pursued to empower such groups and reap benefits accordingly.
- h) Locally managed service centres established by Community Based Organizations, NGOs, and private sectors will be mobilised as an alternative mechanism to deliver services of devolved sectors viz. agriculture, veterinary, and community health. Community managed service centres at local level will be strengthened through advance training to village expert.

Meso Level :Capacity Building of Local Bodies

- a) Capacity building measures will be linked to the overall capacity development strategy (CDS) developed and to be piloted in collaboration with DFDP. DLGSP and DFDP will finalize a terms of reference for capacity development strategy based on which DFDP will work in 20 districts and DLGSP will work gradually to replicate CDS in other districts. A joint review of experiences will be carried out to implement the capacity development activities effectively in priority basis. Once the capacity development strategy is finalised based on field experiences, it will be implemented in all the 75 districts.



- b) A more focussed support will be provided to Local Bodies (DDCs) in the technical areas (GIS, monitoring, internal administration and management, implement devolution guidelines etc.)
- c) VDCs capacity will be strengthened in the area of planning, reporting, record keeping and resource mobilization.
- d) Appropriate agencies will be contracted on a competitive basis to coordinate and implement the capacity building support of Local Bodies (DDCs and VDCs).
- e) The programme will be implemented in on-going 60 districts and will be expanded to 75 districts in partnership with donor agencies.

Macro Level : Policy Support

- a) Support will be provided to the MLD /NPC in strengthening the institutional mechanism for policy and monitoring functions in collaboration with development partners.
- b) Coordination and harmonisation of policies and procedures between MLD, NPC and other line agencies to expedite the devolution of sector functions will be made. Focal points of each sector ministries will be assisted in the devolution process.
- c) MLD will be supported to operationalise the Local Service Act, Sector Devolution Guidelines, institutionalising District Management Information System and reporting system within MLD. Additionally MLD and NPC will receive support for decentralised policy research and its implementation.
- d) Necessary technical support will be provided to Decentralization Implementation Monitoring Committee and Decentralization Working Committee in their efforts to meet their mandate in accordance with LSGA.
- e) MLD, NPC, and devolved sector ministries capacities will be strengthened to prepare district specific budget ceiling and planning guidelines enforcement.
- f) Support will be provided to MLD in its reorganized structure in partnership with other programmes to meet its new mandates.

Gender and HIV/AIDS

Since HIV/AIDS is both a cause and consequence of poverty and illiteracy, UNDP has pursued a global goal to respond to HIV/AIDS. Inability to effectively address this issue seriously undermines the development efforts and reverses the development gains. It is a major development challenge. Furthermore, it is now proven that



women are more vulnerable to HIV/AIDS not only because of biological make-up but also more importantly owing to their weak power relations in the society. Therefore, DLGSP will address the gender and HIV/AIDS sensitive planning by adopting the following strategies:

- a) Mainstream the HIV/AIDS issues gradually in the training package of the village development programme and build leadership among Social Mobilisers and community leaders by using the methodology and expertise available with other programmes and institutions. One of the goals is to enable the society to adopt preventive measures, change the social attitude and behaviour towards the HIV/AIDS victims so that they can contribute to socio-economic development without any stigma, create awareness about the need of counselling and treatments available.
- b) The Local Bodies, LDF, devolved sector line agencies, CBOs, NGO, and programme staff will be oriented on the gender and HIV/AIDS. The gender focal points of DDCs will be mobilized to disseminate information on HIV/AIDS and gender in partnership with other agencies.

Part III. Management Arrangement

Central Level

The support will be delivered through national execution modality with the Ministry of Local Development (MLD) acting as the Executing Agency of DLGSP. MLD will be responsible for the overall management of the Programme. MLD will depute a senior government official who will be designated as the National Programme Director (NPD) for this purpose. The NPD will be supported by a Programme Support Management Unit (PSMU) which will be staffed with a National Programme Manager and a professional team.

A Project Coordinating Committee (PCC) will be set up under the chair of the Secretary, MLD to coordinate and harmonize the strategies and to enhance coordination among related programmes funded by various partners (UNICEF, SNV, DANIDA, etc.). Representatives from NPC, devolved sectoral ministries, Governance Division, Planning and Monitoring Division, and Administration & Finance Division of MLD, and the relevant donors and programmes will participate in the meeting. The PCC will meet in every 4 months.

A Project Management Committee (PMC) will assist in implementing programme at central, district and village level in an efficient and effective manner. PMC will consist of the NPD, NPM and appropriate agencies/programme like DFD representative. Other development partners will be invited as required. The objective of PMC is to expedite the implementation of the programme activities and to take decision on operational matters within the overall NEX policy. The PMC will meet once in a month and more frequently as and when required.



Regional Level

Area Support Team Office (ASTO) will be established in each one of the five development regions to assist DDCs to implement the programme activities smoothly and effectively by providing technical backstopping and by advising/supporting DDCs in accessing appropriate and most cost effective services through alternative mechanisms. Given the large coverage of the districts and considering the difficulties in delivering technical support and advise to the DDCs as well as monitor the programme activities from the central office, a major task of the ASTO will be to monitor the programme activities at district and village level on the basis of the established indicators identified by the programme in collaboration of other similar programmes.

It will also facilitate knowledge sharing among the districts through networking. ASTO will also assist the PMSU to collect information about the programme and to monitor the activities and inputs.

Each ASTO will be led by a manager and comprise of a monitoring/social mobilisation specialist, a few other professionals including capacity development advisor (as and when required) and programme associate.

District level

Based on the need and request of the districts, either District Development Advisor or District Programme Associate will be placed in the district. The advisors will provide advice and support to the DDCs in the overall planning, management, revenue generation, implementation and monitoring of all the development programmes at the district level (no restriction to this programme only). Advisors will document the nature and type of advisory services requested by and provided to the DDC. The roles, responsibilities and accountability of the advisors will be clearly established based on the need of the district. The need of the DDA /DPA will be assessed within a year in consultation and collaboration with DDCs. The DDCs will be provided support to recruit short term/ long term advisors / officers as per their needs. The programme will develop criteria for such recruitment and technical assistance will be provided to DDCs as per the need felt by the programme to meet the objectives.

Part IV. Monitoring and Evaluation

The programme will establish a quantitative as well as qualitative monitoring system. A baseline information will be compiled to track progress over a period of time. Since MLD is the executing agency of the programme, it is important that MLD has a strong monitoring system within its structure. Therefore, the monitoring mechanism of the MLD will be strengthened systemically to monitor local development in accordance with its overall mandate. The previous efforts done in MLD and DDCs will be reviewed and strategic plan will be designed in collaboration with donor partners to institutionalise MIS/DMIS.

Monitoring will be carried out through progress reports, field visits, technical reviews, consultative meetings, Report Card System, etc. A substantive Annual Review of the progress will be conducted once a year under the aegis of the Secretary, MLD. The

current MIS format will be further simplified in light of MDG and conflict situation without losing its core elements especially the one related to DAG and women.

The NPC and MLD nonetheless will also review the programme in their trimester review meeting.

To empower the people and raise their interest towards good governance, district level 'Public Hearing Forum' will be established, in the form of piloting, to oversee, monitor and assess the function, outcome of DDCs as mandated in LSGA and committed in citizen charter. Independent review by experts will also be a mechanism to assess the impact of the programme.

A joint HMG/N and development partners visit to the programme sites will be organised at least once a year to get first hand information on the progress and challenges of the programme. A joint technical review of the programme will be conducted in trimester basis. In all the reviews, whether quarterly or annual, DDFP and DLGSP will operate as integrated and complementary programme.

Part V. Legal Context

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between His Majesty's Government of Nepal and the United Nations Development Programme, signed on 23 February 1984. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agent described in that Agreement.

The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the documents have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes of the document;
- Revisions which do not involve significant changes in the immediate objectives, outputs, or activities of the programme, but caused by the rearrangement of inputs already agreed to or by cost increased due to inflation, and Mandatory annual revisions, which re-phase the delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Part VI: Financial Management of DLGSP

The programme funds meant for the DDCs and the LDFs will be channelled through KH5- Nepal Rastra Bank account to the District Development Fund. Considering the current delay in transfer of fund from DDF to LDF and in other projects the MLD will review the current delivery system of DDF and will take appropriate corrective measures.



DLGSP will be subjected to an annual audit in accordance with the NEX Guidelines agreed with the Ministry of Finance.

Part VII. Equipment

Various equipment (vehicles, computers, printers, motorbikes, furnitures, etc.) used by the LGP/PDDP Bridging Phase will be transferred to the DLGSP (NEP/04/002) to implement the activities under DLGSP.



Section II (A): Results and Resources Framework

RESULTS AND RESOURCES FRAMEWORK

Intended Outcome:

1. National Government devolves its authority (functions/ resources) as per the spirit of LSGA
2. Local Bodies (DDC, VDC) make provision for the improved delivery of services for the devolved sectors
3. Local Bodies (DDC, VDC) adopt positive discriminatory village development programme model by undertaking affirmative action to benefit the Dalit, Indigenous Minorities and Disadvantaged Groups including women.

Outcome Indicator

1. at least four devolved sectors. Revised sector devolution guidelines operationalized. Budget ceiling and planning guidelines released in time.
2. DDCs capacity enhanced by adopting Minimum Conditions (MC) and Performance Measures (PM). Local bodies assumed management responsibilities of devolved sector. Appropriate agencies (NGO, CBO and Professional) mobilized for service delivery to enhance better services availability. DDCs timely submit their District Plans and reports.
3. 662 VDCs implemented positive discriminatory VDP focusing on Dalit, and DAG including women. 50% community organizations managed and led by women. 75% of programme resources directed at community level out of which 70% allocated to deprived VDCs/DAGs including women. Income poverty reduced by 20% in programme communities. Girls child enrolment increased by 20% against the national average. School drop out rate decreased by 10%. Community dispute reduced by 50%. More decisions at the household level are made jointly by men and women. Communities adopt gender sensitive and HIV/AIDs development issues by strategising new and creative means/tools. More than 50% projects of community organization are responded/ supported by local bodies.

Service Line: Decentralised Local Governance and Urban/Rural Development.

Partnership Strategy: Several development partners such as DFID, NORAD, DANIDA, UNCDF, UNDP, GTZ, SNV are working in decentralised governance and community development areas. The DLGSP will collaborate with these development partners in terms of seeking their expertise, sharing lessons learnt, recommendations, and resource sharing etc.

Project Title and Number – DECENTRALISED LOCAL GOVERNANCE SUPPORT PROGRAMME (DLGSP) (NEP/04/002)

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Section II (B) Results and Resource Framework

Intended Outputs	Output Targets	Indicative Activities	Inputs	
<p>Output 1: Positive discriminatory VDP designed and implemented</p>	<p>Positive discriminatory village development programme designed and implemented in 662 VDCs</p>	<p>1.1 Review and document the experiences (strengths & weaknesses) of 100 VDCs of mid and far western development regions</p>	<p>9,000</p>	
		<p>1.2 Update beneficiaries mapping & identify DAG/social excluded population in other on going 562 VDP VDCs and identify the needs of Dalit, DAG including women of community organizations. Conduct Social Mobilization mapping to identify communities and VDCs of the programme districts without social mobilization programme.</p>	<p>18,000</p>	
			<p>1.3 Implement positive discriminatory village development programme for Dalit, DAG including women to implement community plan by mobilising support organization (grants for technology, micro enterprise & community infrastructure development and training package). The training package include gender and HIV/AIDS related issues in partnership with other programme/agencies</p>	<p>3,024,241</p>
			<p>1.4 Identify left-out ultra poor and poor households in VDP-VDCs (662 VDCs) and provide grants (technology, micro enterprise and community infrastructure) by forming new CO or bring them in existing COs and expand VDP in deprived few VDCs based on the social mobilization mapping findings</p>	<p>1,000,000</p>
			<p>1.5 Organize training and exposure visits for ultra-poor and disadvantaged groups CO members as village specialists and COs leaders in management, leadership, skills, book keeping, etc.</p>	<p>70,000</p>
		<p>About 662 field level staff/mobilizers trained to work in conflict situation</p>	<p>1.6 Train field level staff and federated community leaders to implement the programme in conflict situation.</p>	<p>125,000</p>
		<p>Total (A)</p>	<p>4,246,241</p>	

Section II (B) Results and Resource Framework

Intended Outputs	Output Targets	Indicative Activities	Inputs
Output 2: Local Bodies assumed management responsibilities of devolved sector.	Capacity assessment of 45 DDCs (15 additional DDCs by DFDP) carried out. DDC assume management responsibilities for the delivery of devolved sector	2.1 Conduct assessment of the capacity development strategy (CDS), identify capacity gaps in the Local Bodies (DDCs) priority the gaps and implement CDS by out sourcing to the appropriate agencies/experts. Provide technical and management support to DDCs to manage the information centres, HRD centres, working procedures and the delivery of services including devolved sectors by mobilizing expert and appropriate agencies. Strengthen the capacity of VDCs in record keeping, reporting and revenue administration.	100,000
	DDCs use NGO, CBOs, private sector for sectoral service delivery on a pilot basis	2.2 Pilot in selected districts alternate service delivery mechanism by mobilizing private sector, NGOs and CBOs.	
	300 DDC and line agencies staff trained on the conflict sensitive planning, programming & management	2.3 Orient/train/expose to the Local Bodies and line agencies officials in developing and implementing conflict sensitive development plans and programme for effective delivery	60,000
	Formal networking forum of DDCs established at regional level	2.4 At least once in a year meeting of Regional Level networking (consultative forum) organized.	38,000
	Most of DDCs GIS resource maps benefit maps, poverty maps produced	2.5 GIS tool utilized in update and validation of district and VDC level information and publish updated resource maps, poverty maps, benefit maps of VDP.	26,000
		Total (B)	258,000
Output 3: Central level mechanism strengthened for policy, planning	Implementation of sectoral devolution guidelines and operationalization of Local Service Act.	3.1 Support policy research, formulation, implementation and monitoring regarding decentralization & Local Self Governance by mobilizing experts/professional service agencies.	70,000

Section II (B) Results and Resource Framework

Intended Outputs	Output Targets	Indicative Activities	Inputs
and monitoring functions		3.2 Provide technical support to MLD/NPC, line agencies to (a) implement sector devolution guidelines (b) operationalise Local Service Act (c) institutionalising an effective monitoring system at centre to track progress in the devolved sector (d) reorientation of MLD structures by mobilizing expert services.	20,000
		3.3 Conduct exposure/study research/seminars (National and International) in the area of decentralization and governance; and publish impacts and results	50,000
	Strengthen GIS centre at NPC & MLD	3.3 Improve GIS facility (NPC/MLD) and internalize it in organizational system	50,000
		Total (C)	190,000
Output 4: Programme Support Expenditure	Administrative Support Staff		221,000
	NPPP		695,000
	In-country Travel		15,000
	Expendable supplies		60,000
	Fuel and Lubricants		80,000
	Miscellaneous		60,000
	Country Office Admin Cost		174,759
		Total (D)	1,305,759
		GRAND TOTAL (A+B+C+D)	6,000,000



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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Planned Budget					
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount		
00035358	Output 1: Positive discriminatory VDP designed and implemented in 662 VDCs	Study and lesson learnt from 100 VDP-VDCs of mid and far west regions			X	X	PMSU/ASTO	00012	UNDP	71300	Local Consultan	2,000	
								00012	UNDP	71600	Travel	400	
								00012	UNDP	74200	Printing	500	
								00012	UNDP	72600	Grants	5,000	
								00012	UNDP	74200	Printing	800	
								00012	UNDP	74500	Sundry	400	
			Implement positive discriminatory VDP package					DDC/LDF	00012	UNDP	72600	Grants	1,291,147
			Capacity development package for Dalit, DAG and women					ASTO/DDC/LDF	00012	UNDP	74500	Sundry	3,000
									00012	UNDP	72600	Grants	10,000
									00012	UNDP	72500	Supplies	3,000
			Capacity enhancement package for SM Team					ASTO/DDC	00012	UNDP	71300	Local Consultan	10,000
									00012	UNDP	74500	Sundry	20,000
							00012	UNDP	71600	Travel	4,000		
							00012	UNDP	72500	Supplies	8,000		
Total A												1,358,247	
00035358	Output 2: Local Bodies assumed management responsibilities of developed sector	Technical support in capacity building of DDC					MLD/PMSU/DDC	00012	UNDP	72600	Grants	20,000	
								00012	UNDP	72600	Grants	15,000	
								00012	UNDP	71300	Local Consultan	8,000	
								00012	UNDP	74500	Sundry	2,000	
								00012	UNDP	71600	Travel	1,700	
								00012	UNDP	72500	Supplies	1,700	
			Training package to staff of local bodies and line agencies					ASTO/DDC	00012	UNDP	72600	Grants	8,000
			Institutionalise Regional Networking of DDCs						00012	UNDP	71600	Travel	500
									00012	UNDP	74500	Misc	1,700
									00012	UNDP	72500	Supplies	500
			Update district information system and GIS					PMSU/DDC	00012	UNDP	72600	Grants	8,000
									00012	UNDP	71300	Local Consultan	1,000

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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Fund	Donor	Planned Budget		Amount
			Q1	Q2	Q3	Q4				Budget Description	Amount	
Total B												
00035358	Output 3: Central level mechanism strengthen for policy, planning and monitoring functions	Support MLD/NPC on research and policy formulation and local self governance					00012	UNDP	74500	Misc	1,000	
						MLD/UNDP/PMSU	00012	UNDP	72100	Contractual Ser	10,000	
		Exposure/study/seminar (National and International) and document the impacts					00012	UNDP	71300	Local Consultant	6,000	
							00012	UNDP	71600	Travel	10,000	
						MLD/UNDP/PMSU	00012	UNDP	71300	Local Consultant	1,000	
							00012	UNDP	74500	Misc	2,000	
							00012	UNDP	72500	Supplies	2,000	
							00012	UNDP	74200	Printing	1,500	
		Improve GIS facility and internalized in MLD/NPC's organizational system					00012	UNDP	72800	IT Equipment	10,000	
						MLD/PMSU	00012	UNDP	72100	Contractual Ser	3,000	
Total C											45,500	
00035358	Output 4: Programme Support Expenditure	Local NPPP staff					00012	UNDP	71300	Local Consultant	321,300	
		Administrative Staff					00012	UNDP	71400	Contract service	80,000	
		Travel					00012	UNDP	71600	Travel	10,000	
		Supplies					00012	UNDP	72500	Supplies	8,000	
		Communication					00012	UNDP	72400	Comm & AV Equ	5,000	
		Rental					00012	UNDP	73100	Rental	5,000	
		Rental and Maintenance					00012	UNDP	73400	Rental & OM	14,000	
		Printing					00012	UNDP	74200	Printing	10,000	
		Misc					00012	UNDP	74500	Misc	15,000	
		Country office admin cost					00012	UNDP	75100	Facilities and AC	58,253	
Total D											526,553	
Grand Total (A+B+C+D)											2,000,000	





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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Planned Budget				
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount	
00035358	Output 1: Positive discriminatory VDP designed and implemented in 662 VDCs	Study and lesson learnt from 100 VDP-VDCs of mid and far west regions Update benefit mapping in ongoing 662 VDP VDCs Implement positive discriminatory VDP package Capacity development package for Dalit, DAG and women Capacity enhancement package for SM Team			X	X	PMSU/ASTO	00012	UNDP	71300	Local Consulta	2,500
								00012	UNDP	71600	Travel	300
								00012	UNDP	74200	Printing	500
								00012	UNDP	72600	Grants	5,000
								00012	UNDP	74200	Printing	600
								00012	UNDP	74500	Sundry	300
								00012	UNDP	72600	Grants	1,297,147
								00012	UNDP	74500	Sundry	4,000
								00012	UNDP	72600	Grants	20,000
								00012	UNDP	72500	Supplies	4,000
00035358	Output 2: Local Bodies assumed management responsibilities of developed sector	Technical support in capacity building of DDC Alternative service delivery (NGOs, Private Sectors, CBOs) in pilot basis Training package to staff of local bodies and line agencies Institutionalise Regional Networking of DDCs					MLD/PMSU/DDC	00012	UNDP	72600	Grants	50,000
								00012	UNDP	72600	Grants	25,000
								00012	UNDP	71300	Local Consulta	8,000
								00012	UNDP	74500	Sundry	2,000
								00012	UNDP	71600	Travel	1,700
								00012	UNDP	72500	Supplies	1,700
								00012	UNDP	72600	Grants	6,000
								00012	UNDP	71600	Travel	500
								00012	UNDP	74500	Misc	1,700
								00012	UNDP	72500	Supplies	500
Total A												1,376,347

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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Planned Budget					
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount		
		Update district information system and GIS					PMSU/DDC	00012	UNDP	72600	Grants	10,000	
								00012	UNDP	71300	Local Consulta	1,000	
								00012	UNDP	74500	Misc	1,500	
								00012	UNDP	72500	Supplies	800	
Total B													110,400
00035358	Output 3: Central level mechanism strengthen for policy, planning and monitoring functions	Support MLD/NPC on research and policy formulation on decentralization and local self governance					MLD/UNDP/PMSU	00012	UNDP	72100	Contractual Se	30,000	
		Exposure/study/seminar (National and International) and document the impacts					MLD/UNDP/PMSU	00012	UNDP	71300	Local Consulta	11,000	
								00012	UNDP	71600	Travel	30,000	
								00012	UNDP	71300	Local Consulta	2,000	
								00012	UNDP	74500	Misc	2,000	
								00012	UNDP	72500	Supplies	2,000	
								00012	UNDP	74200	Printing	2,000	
		Improve GIS facility and internalized in MLD/NPC's organizational system					MLD/PMSU	00012	UNDP	72800	IT Equipment	20,000	
								00012	UNDP	72100	Contractual Se	4,000	
Total C													103,000
00035358	Output 4: Programme Support Expenditure	Local NPPP staff						00012	UNDP	71300	Local Consulta	198,000	
		Administrative Staff						00012	UNDP	71400	Contract serv	75,000	
		Travel						00012	UNDP	71600	Travel	18,000	
		Supplies						00012	UNDP	72500	Supplies	10,000	
		Communication						00012	UNDP	72400	Comm & AV Eq	5,000	
		Rental						00012	UNDP	73100	Rental	7,000	
		Rental and Maintenance						00012	UNDP	73400	Rental & OM	14,000	
		Printing						00012	UNDP	74200	Printing	10,000	
		Misc						00012	UNDP	74500	Misc	15,000	
		Country office admin cost						00012	UNDP	75100	Facilities and A	58,253	
Total D													410,253
Grand Total (A+B+C+D)													2,000,000





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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Planned Budget			
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount
00035358	Output 1: Positive discriminatory VDP designed and implemented in 662 VDCs	Study and lesson learnt from 100 VDP-VDCs of mid and far west regions Update benefit mapping in ongoing 662 VDP VDCs Implement positive discriminatory VDP package Capacity development package for Dalit, DAG and women Capacity enhancement package for SM Team			X	X	PMSU/ASTO	00012	UNDP	Local Consultants	2,000
								00012	UNDP	Travel	300
								00012	UNDP	Printing	500
								00012	UNDP	Grants	5,000
								00012	UNDP	Printing	600
								00012	UNDP	Sundry	300
								00012	UNDP	Grants	1,435,947
								00012	UNDP	Sundry	3,000
								00012	UNDP	Grants	20,000
								00012	UNDP	Supplies	3,000
								00012	UNDP	Local Consultants	10,000
								00012	UNDP	Sundry	20,000
				00012	UNDP	Travel	3,000				
				00012	UNDP	Supplies	8,000				
Total A											1,511,647
00035358	Output 2: Local Bodies assumed management responsibilities of developed sector	Technical support in capacity building of DDC Alternative service delivery (NGOs, Private Sectors, CBOs) in pilot basis Training package to staff of local bodies and line agencies Institutionalise Regional Networking of DDCs					MLD/PMSU/ DDC	00012	UNDP	Grants	30,000
								00012	UNDP	Grants	20,000
								00012	UNDP	Local Consultants	4,000
								00012	UNDP	Sundry	2,000
								00012	UNDP	Travel	1,600
								00012	UNDP	Supplies	1,600
								00012	UNDP	Grants	6,000
								00012	UNDP	Travel	500
								00012	UNDP	Misc	1,600
								00012	UNDP	Supplies	500
								00012	UNDP	Grants	20,000

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Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Partner	Planned Budget				
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount	
Total B												
00035358	Output 3: Central level mechanism strengthened for policy, planning and monitoring functions	Support MLD/NPC on research and policy formulation on decentralization and local self governance Exposure/study/seminar (National and International) and document the impacts Improve GIS facility and internalized in MLD/NPC's organizational system					MLD/UNDP/ PMSU	00012	UNDP	72100	Contractual Servi	10,000
								00012	UNDP	71300	Local Consultants	3,000
								00012	UNDP	71600	Travel	10,000
								00012	UNDP	71300	Local Consultants	2,000
								00012	UNDP	74500	Misc	1,000
								00012	UNDP	72500	Supplies	1,000
								00012	UNDP	74200	Printing	1,500
								00012	UNDP	72800	IT Equipment	10,000
								00012	UNDP	72100	Contractual Servi	3,000
Total C												
00035358	Output 4: Programme Support Expenditure	Local NPPP staff Administrative Staff Travel Supplies Communication Rental Rental and Maintenance Printing Misc Country office admin cost						00012	UNDP	71300	Local Consultants	175,700
								00012	UNDP	71400	Contract service	66,000
								00012	UNDP	71600	Travel	17,000
								00012	UNDP	72500	Supplies	7,000
								00012	UNDP	72400	Comm & AV Equi	5,000
								00012	UNDP	73100	Rental	5,000
								00012	UNDP	73400	Rental & OM	10,000
								00012	UNDP	74200	Printing	10,000
								00012	UNDP	74500	Misc	15,000
								00012	UNDP	75100	Facilities and Adr	58,253
Total D												
Grand Total (A+B+C+D)											2,000,000	

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List of Annexes:

1. Risk and Assumptions
2. Social Mobilisation Strategies
3. Local Development Fund
4. Implementation Approach & Experience of 100 new VDP-VDCs
5. Terms of References for Programme Staff
6. Staffing Plan -
 - Management structure of ASTO
 - Programme Management Support Unit (PMSU)

Risk and Assumptions

Followings are the risks that might affect the implementation pace and impact of the Programme:

- *Conflict and Insecurity:* Previous experiences have shown that some of very poor VDCs with high concentration of DAGs and Dalits are also prone to high level of conflict. It is very difficult to reach such VDCs since such areas used by Maoists as their hideouts and training camps. They do not allow anyone to enter such areas and implement the programme. Therefore, further dialogue with the Maoists at the local level is required to enter such areas. Field staff need expertise in persuading the rebels in allowing them in such VDCs and implement the programme. Field staff will be trained on negotiating skills and ability to work under stressful environment.
- *Escalation of violence:* The programme activities risks slow implementation (even temporary withdrawal from some areas) if the conflict further escalates. At the time of writing the document, there are no signs of conflict abating within the near future.
- *Political instability:* Prolonged absence of elected representatives, especially at the local level, undermines the spirit of decentralised governance. Without elected representatives, it may not be appropriate to sharpen focus on the capacity building of the local bodies to enable them to assume responsibilities of sectoral functions. Therefore, the DLGSP strategies should be reviewed in 2005 to respond to the political realities. DLGSP will provide limited support in technical areas while assessing the overall political situation including the prospects for local election before finalising a full-blown capacity building package.

In the above light, the Programme should be prepared for taking action on modifications, scaling-down and scaling-up of the activities in light of the deterioration or improvement of the situation.

Social Mobilisation Strategies

Social mobilisation approach promoted by the Programme passes through three phases:

Social preparation: It includes preparing communities, through various awareness raising and motivational packages, for collective actions based on a common vision to improve their living condition. With this vision people get organised, generate capital and learn basic tools of governance to manage their organisation.

Capacity development: It includes investment/technical support from the Programme to equip people, individually and/or collectively, for effective action that enable them to manage their own development initiatives and seek resources/opportunity from external service providers through participatory planning and linkage building process. 'Learning by doing' is the basis of capacity building approach. Key areas of support for practical training include: technology transfer/skill enhancement, seed capital to lay foundation for financial intermediation (and promote enterprise) and seed grant to lay foundation for participatory planning (and to build community infrastructures).

Institutionalisation: Achievements are sustained by institutionalising the activities at the local level. It involves federating, networking, formalising/registering under suitable Act and handing over the process to the people. Specific activities, which moved jointly in earlier phase, become independent e.g. MFIs may take over informal saving-credit activities of the COs, a formal body may emerge for community managed insurance, sectoral/functional groups may formally become commercial/cooperative entities, CMCs may take a strong role of lobbying, advocacy, planning and monitoring forum, social intermediation and so on. The Programme, at this moment, paves the way for 'handover and exit' because the grassroots institutions are capable of acting independently.

The steps of social mobilisation include (a) mobilising the communities (b) initiating saving scheme among the group members (c) providing skills and technologies to increase their knowledge and productivity (d) providing credit to the community people to undertake income generating and micro-enterprises (e) providing seed grant to build productive infrastructures as identified and prioritised by the communities.

Implementing the full package of social mobilisation take approximately 6 to 9 months. But the current conflict situation require that the social mobilisation processes be reviewed and reoriented so that the benefits could reach the Disadvantaged Groups, Dalits including women as soon as possible. This means the social mobilisation should be flexible and positive discriminatory in favour of these groups.

In order to improve the social mobilisation package based on field experiences, LGP/PDDP Bridging Phase implemented the social mobilisation in 100 VDCs of mid and far-western region. Some lessons have already come from the field and the social mobilisation package is being reoriented for expansion in other districts and VDCs. Annex 4 provides detailed information about the programme in 100 VDCs.

Based on the field results, and reviews made by various agencies, the DLGSP would adopt the following strategies to effectively implement the social mobilisation

package to ensure benefits to the DAGs, Dalits including women in shortest possible time.

- Assess and classify the VDP VDCs as (a) mature and (b) immature. Consolidate and federate the mature COs. Link them to MFIs and other service institutions. Intensify support to immature VDC to graduate them to maturity level as soon as possible. Identify new VDCs based on criteria applied in 100 VDCs and target the programme to DAGs, Dalits including women. Initiate drive to mobilise left-out communities and people.
- Conduct benefit mapping in all programme VDCs to determine the flow of benefits among various segments of society. This would provide a basis to sharpen programme focus on the deprived VDCs, communities and people. In this way, it is expected that positive discriminatory social mobilisation package could be implemented in the ongoing 552 VDCs.
- Adopt modified package of social mobilization for quick delivery of resources with due attention in social mobilization process and delivery of basic services. The modified package does not require the COs to complete all the processes (regular meeting, minimum saving level, maintenance of books of account, pass book, 80% Household coverage, etc.) and to obtain graduation certificate before they are eligible for support from LDFB.
- Expand the scope of the social mobilisation to include other important areas such as HIV/AIDs awareness, nutrition, gender, human/women rights, rights of children, conflict resolution, etc. It would also help to contribute to achieving MDG Goals.
- Community managed service and insurance system must be up-scaled horizontally as well as vertically covering three areas: livestock, health and technology in insurance scheme and agriculture, veterinary and health in community service centre.

Local Development Fund (LDF)

Effective social mobilisation in longer-term perspective requires an autonomous support organisation that has administrative freedom of an NGOs and resource strength of a government. LDF, as a support organisation, was created under LSGA to carry out Village Development Programme based on social mobilisation for poverty alleviation. The strategy was to keep it away from lengthy bureaucratic procedures and political hindrances but at the same time utilise these 'powers' to mobilise resources from various sources in favour of the poor people. In this background, followings are some suggestions to be followed in next phase:

- *Personnel:* Job description of the staffs ought to be revised to reflect new challenges in which they have to work and the stage of social mobilisation process in the VDC. Arrangement must be made for safety mechanism like insurance and provident fund applicable in all the 60 districts. 'Role Model' nature of the social mobilisation team must be maintained, as this is one of the crucial factors of success.

Adopt the policy to replace Social Mobilizers by Local Facilitators in graduated VDP-VDCs by assigning responsibility to CMC to select Local Facilitators among CO members by giving preference to disadvantaged group including women.

Adopt positive discrimination policy in favour of ultra poor and disadvantaged group in recruitment of LDFB staff.

Introduce the policy of rotation of chairperson and manager of COs in favour of disadvantaged group including women.

- *Decentralisation:* Decision-making authority should be revised so as to ensure timely decision in response to the situation at the grassroots. Four points should be established for decision-making:
 - COs/CMCs: They should decide on the utilisation of the resources (savings, credit and others) owned by them
 - VDC level decision making body: Will make decision on all matters related with programme activities to a certain amount (e.g. Rs. 50,000) by LDFB
 - LDFB Secretariat level decision making body: Will make decision on all matters related with programme activities to a certain amount above the ceiling set for VDC level (e.g. > Rs. 50,000 - Rs. 150,000)
 - LDF Board level decision making body: Will make decision on all matters related with programme activities above the ceiling set for LDFB level
- *Pro-poor/Pro-DAG Policy:* Current experimentation on pro-poor/pro-DAG modalities ought to be assessed, standardised and effective across all the LDFs for revision in their policies/procedures and for action. Consolidate pro-poor and positive discrimination policies in favour of disadvantaged group including women on the basis of experience of modified social mobilization approach in 100 VDCs of mid-west and far-west.

Develop innovative strategies to address the issues of social exclusion and deprivation based on the ground reality and field experiences of 100 VDCs. Adopt the policy to allocate 70 per cent of financial resources for pro-poor and disadvantage groups.

- *Resource Allocation:* Current practice of 'flat rate/VDC' type of resource allocation policy must be changed. Proportionate resource allocation system should be introduced based on (a) size of population to be served, size of disadvantaged groups and hardship facing the VDC. Intra-VDC sectoral allocation of resource ought to be allocated in line with local need in terms of training, seed capital, seed grant, technology transfer etc.

Adopt quick mobilization of resources to encourage people for self-employment and income generating activities and to attract displaced people to return home.

- *Microfinance:* Interest rate should be standardised across the VDCs such that spread between paying and receiving rate on capital and maximum interest rate to be charged on loans remain within acceptable range. Credit system should be standardised (in terms of purpose, repayment duration, instalment frequency, mode of payment i.e. in cash or kind) in light of equity consideration. Principles of 'peer pressure' should be revisited to ensure that the worthy borrowers (COs) are rewarded and non-worthy ones are penalised.

Situation of capital crunch facing the LDFs should be taken into consideration by exploring various options such as recovering the amount due from the local bodies, circulation of fund at inter-VDC and inter-LDF level and opening venue for financial linkage with banks.

- *Expansion:* Criteria for VDC expansion must be set in line with equity (remotest and poorest VDCs most favoured), feasibility (in light of conflict), existing support (whether or not other SMAs are operating, level of their support and scope of complementarity), demand (from the VDC reflected through formal commitment and contributions).
- *Neutrality:* Mechanism should be built to minimise political interference in its operations.

Implementation Approach and Experiences of 100 new VDP - VDCs

Context

LGP/PDDP Bridging Phase Programme introduced modified social mobilization package in 100 new VDCs for quick impact to promote social capital and empowerment of Disadvantaged Group, Dalits including women in a situation of conflict. The social mobilization package was modified to address the issues of inequality, social exclusion and inequality.

Selection Criteria

The human development index (HDI), conflict severity, ethnicity, and remoteness were used to select the districts and VDCs to implement VDP to address the issues of social exclusion and deprivation by adopting a modified social mobilization package for quick impact. The HDI was analyzed from three major parameters viz. longevity, educational attainment, and average household income. The remoteness was calculated on the basis of delineating accessible buffers. The severity of conflict was classified on the basis of violence, destruction and sensitivity of insecurity. GIS technique was used to select the districts and VDCs on the basis of above parameters. Equal weight was assigned to each of the four parameters and aggregated at district and VDC level. The districts and VDCs were selected based on the composite index of four main criteria: HDI, ethnic minorities, accessibility and sensitivity of conflict

Modified Social Mobilization Package

The social mobilization process adopted by the LGP/PDDP consists of five steps viz. formation of Community Organizations, identification and prioritization of development needs, entrepreneurial development, productive infrastructure development, and linkage for self-reliant. The minimum condition for COs to be eligible to receive support from LDFB is graduation certificate which is provided on the basis of well established record of regular meeting, capital formation through saving, investment of CO's saving among members, eighty percent household coverage, examples of self-initiated social work, and properly maintaining of minute books, pass book and saving accounts. This process takes 6 to 9 months.

The modified social mobilization package ensures that the benefits reach the target group within 2 months. The modified social mobilization package is based on positive discriminatory policy in favor of Disadvantaged groups, Dalits including women both programme inputs and recruitment of local staff. At least seventy percent resources is provisioned for ultra poor and DAG.

Implementation Status

Most deprived eleven districts of far and mid western region namely; Jajarkot, Bajura, Pyuthan, Darchula, Salyan, Dadeldhura, Dailekh, Bajhang, Achham, Rukum,

and Kanchanpur were selected to implement modified social mobilization package. A total of 100 VDCs were selected from those districts. The VDCs identified were the most excluded and conflict affected ones. The selected districts and VDCs were approved by the Steering Committee chaired by the Secretary, Ministry of Local Development. The lists of selected VDCs were provided to the concern DDCs for discussion and approval from their Board.

The programme was implemented in two phases due to severe conflict and lengthy recruitment process of social mobilization team. The first phase was implemented in 60 VDCs by deputing Social Mobilizers from matured VDP implemented VDCs of previous years. In the second phase programme was implemented in 36 VDCs while in 4 VDCs (Bajhang -1, Bajura -1, Pyuthan -2) the programme could not be implemented. Rebel groups did not allow the programme in these VDCs since these VDCs happened to be their shelter and training camp areas. Later, those 4 VDCs were replaced by other VDCs and programme implemented.

The LDFBs of eleven districts adopted a positive discriminatory policy in favor of women and Disadvantaged group in the recruitment of Social Mobilizer. In order to encourage women and Disadvantaged group, the LDFB changed the qualification of staff from intermediate level pass to SLC pass and changed the post from Social Mobilizer to Assistant Social Mobilizer.

The training programme was organized for newly recruited staff as well as for old staff before sending them to the field. The main contents of the training package were social mobilization process, pro-poor policy, positive discrimination policy, benefit mapping in favor of Disadvantaged group and women and quick delivery of resources to the poor and DAG. Focus of the training was that more emphasis should be given to women, ultra poor and Dalits in resource allocation and opportunities, while at the same time institutionalizing COs and CMC regular saving and credit activities.

One of the important components of the VDP entry point is to support communities for productive rural infrastructure projects such as water supply, small irrigation, culvert, river training, and community buildings for addressing the need of Disadvantaged Group and also to create employment opportunity at the local level. In formulating the infrastructure projects, poor and Dalits communities having low access to productive resources are first identified. Then the CO is sensitized to give high priority in infrastructure projects in those communities. The number of Dalits and poor households to be benefited from the projects are identified in order to prioritize the projects. In other words, projects are prioritized on the basis of estimated number of beneficiaries of poor and DAG households. For the implementation of productive infrastructure projects with seed grant support a Functional Group / User's Committee is constituted at CMC level with 5- 7 members in which women, poor and Dalits are represented. The Functional Group constitutes another sub-group with 3 – 5 beneficiaries for operation and maintenance of scheme. After completion of scheme the Functional Group submits the completion report and expenditure bills to the CMC for approval adopting the principles of public auditing system. Finally, the CMC submits the account to the LDFB.

Skill development is another important component of VDP. LDFB organizes training programme as per the CO's demand. Following the skill development training, credit capital is mobilized for income generating activities. The general policy of credit capital is that 70 percent of it is channeled to ultra poor, women, and Dalits and the rest 30 per cent to other members. To obtain credit, a member submits the request form to CO, which is prioritized in CO's meeting and sent to CMC for approval. The CMC prioritizes the projects received from all COs of the VDC and forwards to LDFB. The LDFB finally approves the loan and sends money to COs. For loan recovery, COs collect the money on installment basis from a member and send to LDF. The LDFB charge 10 per cent interest and 2 per cent service charge to the COs while COs charge at least 18 per cent to the members. Nevertheless, CO's credit capital interest rate is decided by the CO member themselves. In 100 new VDP – VDCs, resources are channeled immediately after the formation of Cos. The fundamental difference of modified package from the earlier package is fast delivery of resources to COs.

Impact

The programme has covered resource poor, conflict prone and remote districts. The selection of poor and remote VDCs has given a good message at the local level to all kinds of stakeholders. This has given strength to the field staff to work in the conflict areas. The objective and purposive selection criteria of 100 new VDCs for quick impact has helped to gain the confidence of the people that this programme is indeed meant for the ultra poor and DAG.

The positive discriminatory policy adopted in 100 new VDCs towards ultra poor and DAG in resource allocation and ensuring their representation in CO and CMC made a positive impact in confidence building of the people resulting in wholehearted support in implementation. The local recruitment of Assistant Social Mobilizer from the same VDP – VDCs has made easy to implement the programme smoothly even in conflict situation. Of the total staff recruited by the LDFB to implement VDP through modified social mobilization package 46 per cent are female. In terms of ethnicity, 28 per cent are from Dalits and ethnic minorities. The LDFBs have been able to come to this level of recruitment after lots of efforts made by the programme team since it is difficult to find qualified candidates from such groups especially in remote areas.

The impact of modified social mobilization can be gauged by its coverage. It has covered resource poor, conflict affected and remote districts and VDCs. It has given special efforts to include ultra poor and DAG. Of the total CO members in 100 new VDCs, 24 per cent are Dalits, 13 per cent ethnic minorities and 63 per cent others. Regarding the distribution of CO members from the perspective of poverty profile, 42 per cent are ultra poor, 39 per cent poor and 19 per cent middle poor.

One of the relative merits of modified social mobilization package is that it favours women, ultra poor and DAG, who are bypassed by most of the development programmes as they are scattered, unorganized, and vulnerable. The quick delivery of resources is one of the key features of the of the modified approach.

The intensive training on modified social mobilization package provided to field staff has a positive impact as they have been able to follow the process successfully.

The resources delivered in 100 new VDCs have been instrumental to generate self-employment and income which in turn helped to some extent to divert attention of the people from prevailing frustration. Of the total credit capital delivered by LDFBs in 100 new VDCs, 47 per cent has been delivered to ultra poor followed by 34 per cent to poor and 19 percent for middle poor.

In modified social mobilization package, priority is given to those infrastructure projects that are identified by the ultra poor and DAG through participatory approach. In implementation of productive infrastructure projects through Functional group, women, ultra poor and DAG are also included in the group. More preference to ultra poor and DAG in productive infrastructure projects has added its value in the social capital development and has been able to create a feeling among the ultra poor and DAG that they are not bypassed from development mainstream.

The requirement of maturity certificate for COs to be eligible for seed grant and credit capital support from the LDFB, priority for productive infrastructure projects benefiting ultra poor and DAG, and representation of women, poor and DAG in Functional Group has shown positive impact in the implementation of Programme even in conflict affected VDCs.

The flexible package has been able to provide resources and opportunities at the community level at a time when they are badly needed. This is specially so in the resource poor hill and mountain districts of mid and far-western regions. The resources have been instrumental to regenerate productive self-employment and income which in turn helped to some extent to divert attention of people from prevailing frustration and conflict. It helped to generate hope and aspirations among conflict affected people for self-reliant development.

It is argued that in the present conflict situation, flexible social mobilization model has been effective to channel fund to the community level mainly because it is designed to address issues of social exclusion and inequality.

A recent review (April 2004) of the social mobilisation approach in 100 VDCs carried out by an independent consultant for DFID has highlighted the followings:

- Although quick impact project has benefited the community people at the current difficult situation, institutional development and community discipline are also important and should be addressed, especially, where credit is involved. Normally, it takes 6-9 months for the groups to mature.
- Targeting the DAGs and poor communities within the VDC sends a very good message at the local local and provides strength to work in conflict situation.
- Programme launched by a neutral organisation adds strength to work in

conflict areas.

- Institutional checks and balances including the role of ward committee and VDCs is required in programme implementation.
- The programme (LGP/PDDP Bridging Phase) has been able to channel fund to the conflict affected, resource poor and remote VDCs. Since the condition of all VDCs of hill and mountain districts of mid and far-western region is same, the VDP should be expanded to all VDCs of hilly and mountain districts.

TERMS OF REFERENCE

Post Title: National Programme Director (NPD)

Duty Station: PMSU in Kathmandu with frequent travel to the districts

Duration: HMGN will appoint a National Programme Director (NPD), who will be at least under secretary level, to guide and manage the programme and to achieve the programme objectives in a timely manner.

General Responsibilities:

The NPD is the principal representative of the Government at the programme level. The primary function of the NPD is to (1) guide the programme to implement identified activities as per the intended objectives and outputs (2) ensure that decisions related to programme implementation is done in a participatory and collective manner; and (3) ensure that it remains relevant to the Government's objectives and priorities. The NPD will represent the Programme in the Programme Management Committee and Steering Committee and other Committees established under NEX guidelines. The NPD will be responsible for managing the implementation of the programme with the full support of National Programme Manger (NPM) and also supervise him/her works as envisaged in the NEX guidelines. The NPD will be responsible for securing the cooperation and support from the implementing agencies and partner donors.

Specific Responsibilities:

1. Ensure that all prerequisite and prior obligations of the Government to the programme, including Government's contributions and commitment, are met
2. Manage the programme in accordance with the programme's work plan
3. Ensure the implementation of a detailed work plan consistent with the provisions of the programme document. The work plan should contain a time-phased listing of programme key activities/tasks to be performed and the outputs that should result from any or a combination of activities
4. Act as the chief representative of the programme during review meetings, evaluations and in discussions. Be responsible for preparation of review and evaluation reports such as the Programme Performance and Evaluation Report or APR
5. Ensure the timely mobilization and utilization of programme personnel, subcontracts, and equipment and logistics inputs, whether these are procured by the executing agents itself or by other implementing agents
6. Identify potential candidates, national and international, for posts under the programme (advertising, appointing through a selection board, recruitment committee, conducting examinations/interviews, arranging medical examinations and obtaining approval of the appropriate authority), recruits these individuals as per the NEX guidelines as well as assume responsibility for their administration, performance including their remuneration

7. Prepare the terms of reference in consultation with the implementing agent, for subcontractors, advertise Requests for Proposal (RFP), represent in NEX procurement committee, Project Recruitment Committee, appoint consultants, select contractor and award contract
8. Draw up specifications for the equipment required under the programme; purchase such equipment according to Government/NEX rules and procedures governing such procurement; maintain an inventory and ensures the proper operation, maintenance and appropriate distribution of such equipment
9. Exercise overall technical, financial and administrative oversight of the programme, including supervision of national and international personnel assigned to the programme;
10. Monitor the physical and financial performance of the programme and update the workplan in the operating year if required
11. Assume direct responsibility to the Government and UNDP for the funds provided under the programme, consistent with the relevant financial and accounting rules and procedures
12. Act as the authorized Government official for requesting funds from UNDP and certifying payment requests, Government Disbursement Report (GDR) and Combined Delivery Report (CDR)
13. Ensure timely preparation and submission of required reports, including technical, financial, study reports, as well as Programme Performance and Evaluation Reports (PPERs)

Responsibilities on programme completion and follow-up:

In order to ensure the efficient termination of programme activities, the NPD will:

1. Prepare a draft Terminal Report for consideration at the Terminal Tripartite Review meeting, and submit a copy of this report to the UNDP Resident Representative for comments at least 12 weeks before the completion of the programme:
2. Make a final check of all equipment purchased under the programme in consultant with PMSU staff through a physical inventory, indicating the condition of each equipment item and its location; discuss and agree with the UNDP and the implementing agent(s) the mode of disposition of such equipment and follows up on the exchange of letters among the UNDP, Government and implementing agent(s) on the agreed manner of disposition of programme equipment; take action to implement the agreed disposition of equipment in consultation with the programme parties.
3. Participate in the Terminal Tripartite Review and contributes towards the final preparation of the Terminal Report; and

4. At the final closure of the programme, ensure all terminal arrangements relating to programme personnel are completed.

Appointment:

The NPD will be a Senior Government Official minimum Under Secretary of the Local Governance Division of MLD with esteem and spirit to work in bringing high quality outputs/ results & impacts of the programme

TERMS OF REFERENCE

- Post Title:** National Programme Manager (NPM)
- Duty Station:** Kathmandu, with frequent travel to the programme districts.
- Duration:** One year (with possibilities of extension).
- Responsibilities:**

The NPM will be responsible for the provision of quality inputs, support to achieve the outputs/outcomes and objectives of the programme especially in the area of decentralization and poverty alleviation efforts of the government. The NPM will support the NPD/government in the management and operation of the programme and its plans and activities. The NPM will facilitate the work of the NPD/government (local & national) as well. As a matter of fact, the NPM will be responsible in carrying out all assigned jobs envisaged by the programme more specifically the following tasks:

1. Based on a consultative process with all concerned (local governments, national government and donors), the NPM will provide technical and advisory support in developing the policy, strategy and methodological framework in the area of capacity building, governance issues and social mobilization for the programme implementation, coordination and resource mobilization
2. The NPM will be responsible for managing the Programme Management Support Unit (PMSU) and mobilization all advisory supports through ASTMs, DDA and other professional in PMSU and ASTO and achieve the estimated/targeted outputs and outcomes. NPM will ensure the decentralised operations of the management through ASTO and DDA. The NPM will work through the various levels viz, Area Support Team Office (ASTO), DDCs/ LDF to institutionalize and internalize the programme outputs, outcomes and results
3. The NPM will provide technical support and act as resource person (as and when required) for the capacity building and social mobilization efforts undertaken by DDC/LDF.
4. The NPM will maintain close cooperation and cooperation with MLD, NPC and UNDP/Nepal and other partner donors in implementing the programme activities and assist DDCs/LDF and other agencies in smooth operation of the programme in all levels
5. The NPM will support NPD to organize Programme Management Committee (PMC), Programme Coordination Committee for enhancing decentralised local development and mobilize these agencies to promote people-centered development in Nepal.
6. The NPM will be responsible for supervision of all programme staff and would prepare the Performance Appraisal Reports (PARs) of all staff (national professionals and support staff) in consultation of NPD to act on it as authorized by NEX guidelines

7. The NPM will facilitate DDAs, DPAs, ASTO members in implementation of the capacity building plan and VDP through the Local Development Fund in co-ordination and collaboration with the DDCs, VDCs, LAs and others;
8. The NPM will ensure effective delivery of project inputs, resources and advisory supports to DDC, MLD/NPC in coordination with NPD
9. The NPM will also ensure the sustainability of programme results/outputs and its replication Facilitation will be the principle of all advisory support; and acceptability of programme activities by the NPC, MLD and DDCs.

Key Outputs/Results

1. Capacity Development Strategy and Implementation Plan for the Local Bodies.
2. Documented strategies to support the Ministry of Local Development in policy and monitoring functions.
3. Annual and quarterly reports with clear benchmarks and progress made.
4. Document the experiences of working in 100 VDCs and refine/implement strategies to have the DAGs including women maximally benefit from the programme.
5. Mobilisation of resources from other development partners for the programme.

Qualification and Experience:

The candidate should hold a Master's degree in social science, development studies, rural development, management or related field. The candidate should have at least 10 years of working experience in local development efforts of Nepal. The candidate should have positive experiences of working with the local bodies, development agencies and government departments/ministries. The candidate must be an expert in the decentralization/ local governance and social/ community development programme and committed for the democratic value and norms. S/He should have proven abilities in producing high quality reports in English and Nepali including a very good knowledge on computer.

TERMS OF REFERENCE

Post Title: Monitoring and Research Advisor (MRA)

Duty Station: Kathmandu, with frequent travel in programme districts.

Duration: One year (with possibilities of extension).

Responsibilities:

The MRA will work under the guidance of the NPD and NPM and will report to NPM of his/ her outputs/ results periodically and will also be responsible to facilitate the flow of advisory support to MLD/NPC and DDCs, innovative experiences through research and case study. He/she will be responsible for producing outputs of the programme annual work plan and documents results and cases of the programme. The MRA will be responsible for mainly monitoring of the programme activities/ outputs and documentation of the progress and results/ impacts and resource findings. MRA will support MLD/ NPC in monitoring system establishment in collaboration with other programme working with MLD/ NPC. More specifically he/she will:

1. Work under the direct supervision of the NPD/ NPM developing policies and guidelines on sectoral and thematic subject areas with regard to decentralization governance and poverty alleviation with specific emphasis is to be placed on different innovative initiatives on poverty alleviation, employment generation and gender development and better living conditions of the poor and DAG
2. Assist the MCs/ PMs capacity building strategy plan and implementation developed by DFDP/UNCDF project and modify it to overall monitoring capacity of DDC and MLD as required by the programme
3. Assist Programme Management in producing the sectoral guidelines, pro poor and positive discrimination policies and guidelines/ manuals and in linking district efforts with those of and by the MLD and NPC.
4. Provide support to monitor and document the process of the flexible social mobilization, decentralization and participatory development programme implemented in the districts.
5. Assist the NPD/ NPM to carry out the monitoring and evaluation activities to ensure the every success of the programme and represent on behalf of the NPM as and when required and backstop the ASTO and district team.
6. Compile the progress of the districts and prepare monthly, quarterly and annual reports in a combined format of MLD and as required by UNDP and other partner donors
7. Assist National Programme Manager and NPD in the APR and other reports preparation and drafting proposals for the resource mobilization for donors
8. Network and liaison with ASTM, DDA/DPAs and other professional staff of the districts in the preparation of cases and reports on programme activities and impacts.

Key Outputs/Results

1. Develop and implement a framework to monitor the programme under conflict situation and update it as required.
2. Based on the field visits and reports, update the information against established indicators (outcome and impacts)
3. Draft sector devolution guidelines, pro-poor policies/guidelines/manuals in social mobilization and sectoral devolutions.
4. Conduct research on critical issues (to be determined by the programme management) and draw lessons.

Qualification and Experience:

The candidate must possess a Master's degree in economics, statistics, social sciences and rural development and related fields. The candidate should have at least 7 years of the experiences of working with local development. He/she must possess research, report writing and computer skills. The candidate must have practical experience of implementing the development programme in the districts and community. Proven abilities of writing in English.

TERMS OF REFERENCE

Post Title: Micro Finance Specialist (MFS)
Duty Station: PMSU, with frequent travel in programme districts
Duration: One Year (with possibility of extension)

Responsibilities:

The MFS will work under the guidance of the NPD and the NPM and will report to the NPM in regular basis of his/her outputs/results. The MFS will be primarily responsible for achieving all the outputs related to Village Development Programme and will support the NPM to institutionalize the programme activities in sustainable way. The MFS will support to achieve the outputs in working with the ASTO, DDAs, DPAs and DDCs/ LDF team and will be responsible for advisory and technical support to the DDCs/ LDFs. The MFS will be responsible to support the DDCs /LDFs from the perspective of micro finance.

More specifically, the MFS will:

1. Be responsible for providing technical backstopping in relation to micro finance management of LDF, CO/COs federation in appropriate institutional set up viz. cooperative or other institutional form. The MFS will be responsible to support DDAs, DPAs and ASTO for review of the credits programmes and implementation, consolidation, improvement and institutionalization of the Village Development Programme and sustaining micro financing system in the programme districts.
2. Work with the DDCs/ LDFs and DDAs/DPAs to develop a sustainable LDF by providing policy framework, guidelines and manuals. MFS will be responsible for advisory and technical support and will play a major role in village development programme
3. Organize regular training, orientation to LDF staffs, DDAs, DPAs and others in the micro finance system strengthening
4. Provide liaison and coordination with banks, financial institutions, Cooperative Department, LBAs and others for sustainability of LDF, COs/ CMCs
6. Provide support to mobilize resources from other agencies/donors in implementing the plans of micro finance and conduct innovative action research in the field of micro finance and institutional development
7. Support the DDC / LDF in the registration of COs/ CMCs in appropriate organizations by out sourcing to the NGOs/consultant including capacity development of LDF and Cos and social mobilization mapping etc
8. Perform other duties as assigned by the programme management.

Key Outputs/Results

1. Review and document the lessons from LDF operations in micro credit. Prepare strategy to develop LDF into a professional organisation

2. Linkage of community organizations, CMCs, LDF with other Micro Finance Institutions.
3. Registration and federation of the community organization to ensure their sustainability and accountability.
4. Develop and implement strategies to ensure that community people, especially in conflict areas, have access to easy credit services.
5. Exit strategy from mature community organizations.

Qualification and Experience:

The MFS is expected to have a Master's degree in development studies, social sciences, finance or related fields. The MFS must have at least five years of practical experience of working in micro finance and institutional development of Nepal. MFS must possess analytical skills on micro finance management. The MFS must be capable to work as a trainer, facilitator, and work as part of the system. The MFS must have an in-depth knowledge of the cooperative acts/ regulations and micro financial rules and laws of Nepal. Proven abilities in English and Nepali writing as well as computer skill is essential.

TERMS OF REFERENCE

Post Title: District Development Advisor (DDA)
Duty Station: Programme district (one/two)
Duration: One Year (with possibility of extension)

Responsibilities:

The DDA will work under the guidance of the NPD and NPM and report to the NPM, through ASTO of his/ her outputs/results periodically. The DDA will be primarily responsible for achieving all the outputs of the strategic management and capacity development strategy support to DDC and support the NPM and ASTO in achieving the programme's goals and objectives. The DDA will achieve the outputs and objectives by working with the DDCs and its officials and as a part of their system. He/she will work as the representative of the Programme in the DDC and be responsible for provision of all advisory and technical support to the DDC/LDF. The DDA will work in close consultation with concern officials of DDC and LDF.

More specifically, the DDA will:

1. Be responsible for the implementation, consolidation, improvement and institutionalization of the community mobilization and capacity building development in the district. The DDA is required to support the DDC to manage the database, planning, monitoring, GIS and accounting systems in a transparent way.
2. Work with the DDC(s) by mobilizing the staff of the DDCO, VDCs, line agencies, community organizations and civic society organizations
3. Be responsible for supporting the programme in implementation the capacity development strategy (CDS) and positive discriminatory VDP package and orient DDC/LDF on strategic management and poverty alleviation plans in collaboration and coordination with line agencies, NGOs, private sector, civic society organizations and others as required at the local level;
4. Work with the DDCs in sectoral devolution functions operationalization, monitoring and evaluation of the performance, including in the establishment and consolidation of District information centre and human resource development centre in the DDCs;
5. Publish booklets, best practices and problematic issues related to local development and flexible social mobilization programme implementation and encourage DDC/LDF to publicize these for transparency
6. Provide technical advice and overcome on different development issues other than programme activities such as revenue generation and revenue sharing, beruju settlement and others and report overall progress of DDC which may include other programmes operating under DDC
7. Assist DDC in preparing proposal for possible funding for enhancing decentralised local development and design studies on innovative ideas emerging from the districts;

8. Act as the advisor and technical expert in Village Development Programme through social Mobilization. Ensure participation of women and underprivileged groups in social mobilization process and resource allocation based on the result of benefit mapping in a positive discriminatory mechanism. Support ASTO in its monitoring and backstopping works.
9. Support DDC and ASTO to prepare quarterly for MLD and PMSU, not limited to project outputs but overall DDC projects monthly, annually progress report, including financial reports of DDC and LDF components
10. Work as the programme representative in DDCs/ LDF board. DDA will work based on authorization from the Programme Management.
11. Provide adequate liaison to Programme Management (PSMU) and ASTO in overall resource management and proper utilization without misappropriation in accordance to MOU.

Key Outputs/Results

1. DDC prepares and submits monthly, quarterly, and annual reports in a timely manner.
2. DDC annual and periodic plans reflect the strategy and resources to benefit the DAGs/women including other development issues (HIV/AIDS, children)
3. LDF adopt and implement policies to enhance support and target DAGs/Dalits including women.
4. Up-to-date monitoring system to track progress on a regular basis.
5. Mature Community Organisations federate and operate on a self-sustaining basis within established legal framework.

Qualification and Experience:

The DDA is expected to have a Master's degree in development studies, planning, social sciences, or development related fields. DDA must have at least five years of practical experience working with the local bodies/ NGOs or any development agencies and programmes. DDA must possess analytical skills in planning, management and institutional development area. DDA must be capable to work as a trainer, facilitator, and committed to work as part of the DDC system. DDA must have adequate orientation about the community development and social mobilizer. Proven abilities in English and Nepali, both in written and spoken and computer skill is a must.

TERMS OF REFERENCE

Post Title: District Programme Associate (DPA)
Duty Station: Programme district (one/two)
Duration: One Year (with possibility of extension)

Responsibilities:

The DPA will work under the guidance of the NPD and NPM and would report to the NPM, through ASTO of his/her outputs/results periodically. The DPA will produce the outputs and results of the programme by working with the DDCs and its officials being a part of their system. The DPA will work in close consultation with concern officials of DDC and LDF.

More specifically, the DPA will:

1. Be responsible for the implementation, consolidation, improvement and institutionalization of the positive discriminatory Village Development Programme (VDP) package and capacity building strategies of the DDC and LDF.
2. Be responsible for implementing the capacity development strategy (CDS) to develop DDC as a professional organization and orientate DDC for better delivery of services as devolved by in collaboration and coordination with line agencies, NGOs, private sector, civic society organizations and others as required at the local level
3. Work with the DDCs in sectoral devolution functions operationalization and monitoring and evaluation of the performance, including in the establishment and consolidation of District information centre and human resource development centre in the DDCs
4. Provide technical advice and overcome on different development issues other than programme activities such as revenue generation and revenue sharing, beruju settlement and others and report overall progress of DDC which may include other programmes
5. Ensure participation of women and underprivileged groups in flexible social mobilization process and resource allocation based on the result of benefit mapping in a positive discriminatory mechanism
6. Support to prepare quarterly report of DDC and LDF to be submitted to ASTO, MLD and PMSU, not limited to project outputs but overall DDC progress including financial reports of DDC and LDF
7. Work as the programme representative in DDCs/ LDF board. Provide adequate liaison to Programme Management (PSMU) and ASTO in overall resource management and proper utilization without misappropriation in accordance to MOU.
8. Support DDC to prepare and publish long term district periodic plan and other plans.

Key Outputs/Results

1. The DPA is required to support the DDC to manage the database, planning, monitoring, GIS and accounting systems in a transparent way.
2. Publish booklets, best practices and problematic issues related to local development and flexible social mobilization package of VDP and encourage DDC/LDF to publicize these for transparency
3. DDC reflects the strategy and resources to benefit the DAGs/women including other development issues (HIV/AIDS, children)
4. LDF adopt and implement policies to enhance support and target DAGs/Dalits including women.
5. Up-to-date monitoring system to track progress on a regular basis.
6. Mature Community Organisations federate and operate on a self-sustaining basis within established legal framework.

Qualification and Experience:

Candidates for District Program Associate should have at least (i) Bachelors degree in management, social science or related fields; (ii) should possess at least three years experience on community development works, participatory planning, social mobilization and local development management carried by NGOs or local bodies should have working experience on monitoring and analyzing information and preparation of progress reports of the works. The candidate must have good command of computer on Microsoft Office (Word, excel and Power Point etc.)

TERMS OF REFERENCE

Post Title: Communication and Publication Specialist

Duty Station: Kathmandu, with frequent travel to programme districts

Duration: One Year (with possibility of extension)

Responsibilities:

The Communication and Publication Specialist (CPS) will work under the guidance of National Programme Director and National Programme Manager and report to NPM of his/her outputs/results periodically. The CPS will be responsible for the following activities:

1. Prepare and produce programme newsletters/ bulletins and occasional papers and provide support to prepare MLD's publications as well.
2. Prepare and produce quarterly, half yearly and yearly progress reports of the programme in collaboration with ASTO and different units of PSMU
3. Visit programme district to document and produce documentary as and when needed and produce successful cases/lessons of the programme
4. Prepare and produce views of the programme stakeholders in the implementation of various activities and its achievements and impacts
5. Establish linkage with journalists and media people and organize visits and publish best practice and lesson in leading newspapers.
6. Assist programme staff and MLD information sections in producing qualitative technical reports by providing editing services
7. Assist ASTO in networking of regional activities and its report publication.
8. Organize training to DDC and LDF staff for proposal writing, publication and communication system

Key outputs/Results

1. Produce video films/ documentary, slide films and still films related to the programme inputs and impacts in collaboration with DDCs and Local Development Fund
2. Timely preparation and publication of quarterly newsletters, bulletines and annual progress report in Nepali and English.
3. Prepare and publish posters and brochures related to the programme activities in regular basis.
4. Work as a resource person in report writing, publication/ communication training and also work as a moderator as and when required

5. National/international newspapers carry news about successful cases.
6. Produce reports/research series of the VDP and decentralised policy support by highlighting success cases particularly of women, disadvantage groups and conflict
7. Maintain document and resource library in the programme office.

Qualification and Experience:

The Communication and Publication Specialist should have a Master's degree in English, development communication, or journalism or related field. CPS must have a minimum 5 years of practical experiences in publication and communication. CPS must possess computer skill and should be able to handle and manage computer work independently. CPS should have proven ability of documentation and resource maintenance. CPS must have fluency in writing and editing capacity in English and Nepali Language.

TERMS OF REFERENCE

Post Title: GIS Specialist

Duty Station: Kathmandu, with required travel to the districts

Duration: One year (with possibilities for extension)

Responsibilities:

The GIS Specialist will work under the guidance of National Programme Director and National Programme Manager and will report to NPM of his/her outputs/results periodically. The GIS Specialist will be responsible for establishing GIS database in DDCs, MLD and NPC. He/she will be responsible for ICT related inputs and outputs of the programme and make available GIS maps of various parameter to the districts in time. More specifically, the GIS Specialist will:

1. Support DDCs, MLD and NPC to establish update bio-physical and socio-economic GIS database with various layer.
2. Formulate a policy frame-work and develop the Information Unit with GIS database into a self-sustaining entity within MLD, NPC and DDCs.
3. Prepare GIS maps, resources maps, poverty maps and other maps for all the districts, install and operationalize the GIS in DDCs/LDFs having various layer as a tool for planning, programming and monitoring
4. Prepare plan and facility to implement networking of the districts database in MLD/NPC.
5. Implement action-oriented proposals and establish micro- macro linkages on database, planning and monitoring system based on the programme activities at the local level;
6. Train the staff of the NPC, MLD and DDCs / LDF and ASTO to use GIS technology and work with the GIS facilities based on a structured learning process. The GIS Specialist will ensure that there is a transfer of GIS skills and knowledge to DDCs, MLD and NPC staff and GIS facility operated by respective staff on a self sustainability basis.
7. Work as trainer and resource person in various GIS & ICT related training organised by the programme
8. Perform other duties related to database GIS, website and other ICT related work, as required by the programme management.

Key Outputs/Results

1. Data is collated for their reliability; GIS-based resource, poverty and other maps prepared and used by UN and other agencies.
2. NPC/MLD/DDC use GIS for planning and resource allocation purposes.

3. NPC/MLD and District staff able to use GIS.
4. Plans prepared and implemented to make GIS Unit operate on a self-sustaining basis.
5. Information produced by various programmes and agencies harmonized.

Qualification and Experience:

The GIS Specialist should have Master's degree in GIS information, Computer Science or must have taken GIS as a major part of the higher studies. The GIS Specialist should have at least five years of acquainted with local development in Nepal and must have knowledge about the decentralization as per the provisions in Local Governance Act (LSGA) and regulation. S/he must have experience in organizing training in GIS and manual preparation and also as trainer. She/he must have exposure of the work on GIS in Nepal.

TERMS OF REFERENCE

Post Title: GIS Assistant (GISA)

Duty station: GIS Unit of NPC/MLD, with frequent travel to the districts

Position Duration: One year, with possibility of extension

Accountable To: GIS Specialist/ GIS Unit of MLD/NPC

Responsibilities:

Work under the overall supervision and guidance of the NPD and NPM, the GIS Assistant (GISA) will assist and work under the direct supervision of GIS Specialist to achieve Outputs of the programme and provide support in achieving the results from the programme districts.

More specifically GISA will:

1. Assist GIS Specialist and GIS Unit of MLD/NPC in various aspects of GIS related activities specifically the following:
 - Prepare different GIS related maps, database and other materials following standardized templates and procedures adopted by GIS Facilities.
 - Ensure that data/software is stored safely, backed up periodically and loaded properly in computers of GIS unit at MLD/NPC.
 - Prepare data catalogue, inventory of different materials available at GIS Unit/ MLD-NPC. Ensure GIS outputs, books and manuals are available and have access to different users visiting the Unit and maintain the dissemination record accordingly.
 - Ensure data input, digitization work is completed in time by using Database software and Arc/Info software as and when required
 - Record hardware/software problems and take initiatives for maintenance and trouble-shooting. Ensure well maintenance of GIS lab in NPC/MLD and supervise periodic cleaning of equipment/furniture office space.
2. Assist DDCs and ASTOs in installing GIS related database, maps, and software with necessary operational orientation/ training. Ensure all information products are properly maintained and used by DDICs at district. Follow-up/ training on data updating and other GIS related work at district with necessary technical feedback as coached by GIS Specialist.
3. Support NPC/ MLD GIS Unit in office administration and other secretarial work.
4. Provide other supports as required by the NPD, NPM, and GIS Specialist and report periodically to his/her supervisors.

Qualification and Experience:

The GISA should have graduate degree in related field such as Geography, Statistics, Information, Economics with at least three years of experience in GIS related activities; have exposure on participatory planning and monitoring package; have facilitating and other skills in training; fluency in computer software, such as ArcInfo, ArcView, database, spreadsheet, and word processing both in English and Nepali.

TERMS OF REFERENCE

Post Title: Area Support Team Manager (ASTM)

Duty Station: Morang/Makwanpur/Kaski/Banke/Dadeldhura with frequent travel to respective districts of the region and Kathmandu

Duration: One year (with possibility of extension)

Responsibilities:

ASTM will work under the guidance of the National Programme Director (NPD) and National Programme Manager (NPM) and report of his/her outputs/results periodically to the NPM. ASTM will be responsible primarily for supporting DDAs and DPAs or the responsible staff of LDF and DDC of the respective programme districts in achieving the objectives of the Programme.

ASTM will support the districts by working closely with the DDAs/ DPAs and DDCs/LDF and work as Programme representative at the regional level and district level and whenever required.

More specifically, ASTM will be responsible for the following activities:

Technical inputs

1. Provide high quality technical and professional backstopping to DDCs, LDFs /DDAs and DPAs of the region to effectively and efficiently implement the programme plan and activities. Support DDAs/ DPAs for initiation, implementation, consolidation, and institutionalization of participatory planning, monitoring and Village Development Programme
2. Assist DDCs, DDAs/DPAs to develop a professionally oriented organizational structure of DDC, and sectoral devolution operation also support for district periodic plan and other plan preparation and its operationalization
3. Support LDFs to implement and consolidate pro-poor policy, positive discriminatory policy and piloting innovative initiatives
4. Provide direct professional support to DDC and LDF staff of those districts where there is no provision of DDA/ DPA or the post is vacant (overlapping the functions) and also undertake other related as requested by the Programme Management
5. Prepare annual work plan of the region and district in consultation with DDCs
6. Provide support to initiate regional level networking forum of DDCs and LAs
7. Organize and manage and as a resource person in orientation and training programmes on participatory planning, monitoring, social mobilization and conflict resolution
8. Monitor and supervise the programme activities and use of financial resources in all the districts of the region
9. Prepare quarterly progress reports and submit to PMSU including financial transaction and expenditure (consolidate reports of the districts)
10. Organize consultative meeting of the DDAs/ DPAs and others and DDC/LDF staff in regular basis to assess and review the districts programme and status
11. Establish functional linkages among the DDCs/VDCs, LAs, MFI, donors (especially UN supported), (I)/NGOs, private sector and other development agencies working in the region

Support to the Programme Management

1. Provide adequate liaison to Programme Management Support Unit (PMSU) in all action research and case studies and monitoring and visitors coordination
2. Perform other duties as assigned and advised by the NPD/NPM and report to the management
3. Support the Programme Management in performance appraisal (quantitative and qualitative) of staff working in respective districts and ASTO
4. Properly manage and mobilize programme logistics, equipments and vehicles

Key Outputs/Results

1. DDCs and LDFs receive technical and management support in a timely manner for efficient delivery of services. Alternate service delivery mechanisms identified and used for delivery of services within the devolved sectors.
2. Quarterly and annual monitoring/progress reports produced and submitted to PMSU/MLD, indicating areas for improvement and policy and strategies required to address them.
3. Districts and LDFs achieve outputs and targets as envisaged in the annual plan.
4. Regional networking forum institutionalized for mutual sharing of lessons and experiences.
5. An effective monitoring system/framework with benchmarks and progresses established and implemented in DDCs.

Qualification and Experience:

The candidate must possess a Master's degree in economics, statistics, social sciences and rural development and related fields. The candidate should have at least 7 years of the experiences of working with local development. He/she must possess proven monitoring, rural development planning and management, training, research works, report analyzing and writing in computer. The candidate must have practical experience of implementing the development programme in the districts and community. Proven abilities of writing in English.

TERMS OF REFERENCE

Position: Monitoring / Social Mobilization Specialist (MSMS)

Duty Station: ASTOs: Morang/ Makwanpur/ Kaski/ Banke/ Dadeldhura with frequent travel to respective districts

Duration : One year possible of extension

The **Monitoring / Social Mobilization Specialist** will work as team member in ASTO and will support ASTM and PMSU professional team. The specialist will be responsible to carry out the monitoring the activities in programme districts including social mobilization. He/she will undertake the various measures to achieve the outputs of the programme and would report PMSU through ASTO of his/her outputs/results periodically. The specialist will undertake the following specific tasks:

1. Based on the monitoring tools developed by the programme a regular monitoring of the districts outputs shall be done in capacity development strategies and social mobilization carried out by the programme team of the districts, consultant/experts
2. Develop and design the innovative monitoring tools in the area of revenue generation, expenditure management and fiscal decentralization initiatives carried out by DDCs
3. Review and monitor the organization structures placement of the DDCs and VDCs based on the assessment of the OD
4. Review and provide technical support in participatory planning and monitoring system development in DDCs
5. Provide technical and backstopping support in the village development programme and its institutional development undertaken by LDF/DDC in sustainable way
6. Support DDC/ASTO/PMSU in human resource/ gender development/HIV AIDS plans execution in the programme districts
7. Provide the feedback based on the assessment and analysis of the outputs and outcome of the programme to DDC, LDF and PSMU with appropriate measures to be taken for the effective utilization of the resources (human and financial)
8. Carry out the over all responsibility in the monitoring and technical backstopping in the area of capacity development, social mobilization and institutional development
9. Work to initiate community organization federation and its sustainable way of operation through legal mechanism

Key outputs/Results

1. Assess and analyze the progress of report of the programme districts and compile for the submission in the PSMU
2. Carry out the federation of COs in the matured CO/CMC
3. Produce lessons learned and best practices in the area of social mobilization VDCs
4. Publish bulletins of region networking

Qualification and Experience:

The candidate must possess a Master's degree in statistics, economics or sociology or related field. The candidate must have experience of at least five years on decentralization, local governance, social mobilization/ community development and institutional development with track record of monitoring and organization development works in similar field. Additionally he/she must possess skills of research works, report analysis and proven skills of English and Nepali report writing and computer skills (Excel, MS Word, etc)

TERMS OF REFERENCE

Post Title: Program Assistant (PA)

Duty Station: Area Support Team Offices (ASTO), Morang, Makwanpur, Kaski, Banke, Dadelhdhura

Duration: One year (with possibility of extension)

Responsibilities:

The Program Assistant will work directly under the immediate supervision of Area Support Team Manager (ASTM) or in PMSU for effective and efficient implementation of the programme activities in districts. The Program Assistant will report to the ASTM/ PMSU and submit his/her outputs/results to the PMSU and would accomplish assignments under the overall supervision of the Programme Management and Programme Management Support Unit of DLGSP.

More specifically the PA will be involved in following specific activities:

Research and Monitoring

- Support ASTO in monitoring the work progress of programme inputs to the region and to the districts and assist to document the progress in monthly and quarterly basis.
- Maintain update and monitor the Programme budget expenditure in all the districts of the region, make analysis and provide feedback to the ASTO and PMSU.
- Conduct and/or support research activities to assess the outcome and impact of the Programme in the region.
- Monitor and track financial management, expenditures of the programme budget and resources to ensure more transparent system establishment in DDC and LDF
- Reconcile and review the financial statements, bank accounts and other financial aspects of DDC and LDF

Programme Implementation

- Assist ASTM and DDA/DPA in the implementation of programme activities in the district to ensure achievement of progress as targeted by the programme
- Organize and manage workshop, training and orientation programmes as and when required for effective implementation of programme
- Monitor the activities of DDA and DPA in districts and report to ASTM and programme management
- Work in coordination with partner organizations: DDC, LDF and sectoral devolution LAs of districts for planning, implementation and periodic reporting of progress
- Assist ASTM to organize regional networking meetings of the DDCs and regional level, LAs

Documentation

- Assist ASTM in carrying out the works of documenting the progress, achievements, effects and impacts and to publish best practices and challenging issues related to programme and other important issues. The PA is expected to review and analyze progress

information, prepare relevant case studies etc. for good documentation of regional efforts.

Administrative Management

- Be responsible for office management under the direct guidance of the ASTM
- Be responsible to maintain and forward leave record travel orders of the staff
- Maintain record of office purchase goods, received goods from other sources both expendable and non-expendable items.
- Handle and properly maintain the computer, photocopy fax email and other facilities available in the office.
- Processing of letters, reports and other job assigned by ASTM and PMSU.
- Maintain records for the dispatch and registration of letters and documents.

Financial Management

- Handle petty cash and reimbursement of petty cash bills from Programme Management.
- Be responsible to maintain all financial transactions of ASTO by keeping proper accounts, invoices of the regular expenditures.
- Assist support annual audit exercise commissioned by UNDP and MLD.
- Support district offices in proper maintaining of administration and financial system as per the NEX rule and management system of programme

Qualification and Experience:

Candidates for Program Assistant should have at least (i) Bachelors degree in commerce, bachelors in business studies, social science or related fields; (ii) should possess at least three years experience on office management including account, financial management skills; (iii) should have working experience on data collection, monitoring and analyzing information and preparation of progress reports from the field; (iv) good commands of computer skills on Microsoft Office (Word, excel and Power Point etc.) and (v) a good command of oral and written communication skills in both Nepali and English.

TERMS OF REFERENCE

Post Title: Administrative and Financial Associate (AFA)

Duty Station: PMSU, Kathmandu with frequent travel to programme districts

Duration: One year (with possibility of extension).

Responsibilities:

AFA work under the guidance and supervision of NPD and NPM and would report of his/her outputs/results to NPM periodically. AFA would adequately familiar with UNDP and NEX system to discharge his/her responsibilities.

1. Maintain accurate financial and personnel records of the programme as required by UNDP and NEX guidelines;
2. Support all administrative works (procurement, filing, record keeping of personnel management) of PMSU and ASTO
3. Assist NPD/NPM in all matters related to financial and administrative functions of the programme including travel expenditure and its approval
4. Prepare financial advance to be submitted to UNDP quarterly basis and maintain bank reconciliation, financial transaction reports.
5. Prepare monthly expenditure plans (shadow budget) based on approved budget as per requirement of UNDP;
6. Examine and assess the delivery rate in the programme level and district level (quarterly) and report to the programme management
7. Compile financial reports of the districts through ASTO and reports to the NPD/NPM and others as and when required
8. Assess the budget heads and ensure its expenditure as per the approved annual workplan;
9. Prepare procurement plan and assist UNDP and Programme Management in the procurement of goods and services;
10. Prepare the plan of expenditure and assist NPD/ NPM in securing authorizations from UNDP and others for approval
11. Inspect, supervise and monitor DDCs and LDF account and financial management as per the work plan and guidelines of the programme, LDF and DDC. Supervise and maintain equipments, vehicles and accessory of the programme for security and proper functioning
12. Prepare plan for recruitment for the vacant posts either through NEX Committee or Project Recruitment Committee

13. Keep records of staff's leave and maintain records as per the guidelines and provide status of leave to the staff regularly
14. Manage all correspondence related to administrative and financial matters.
15. Ensure the maintenance of a filing system, logistics, equipments and vehicles of the programme
16. Support other programme-related activities as required by the Programme Management.
17. Supervise and control project vehicles and equipments as per the rules of UNDP and NEX
18. Assign and allocate duties of drivers/ support personnels as per the requirements of the programme management

Qualification and Experience:

The AFA should be a Bachelor degree in Business, Commerce or related field with practical experiences in programme administration, management, finance and accounts, management of procurement and provision of secretarial and communication services. The AFA must have previous experience of working in finance and accounts. Proven abilities in English writing and software handling for accounting and financial management

TERMS OF REFERENCE

Post Title: Secretaries

Duty Station: PMSU, Kathmandu

Duration: One Year (with possibility of extension)

Responsibilities:

The secretaries will work under the supervision of the National Programme Director/ National Programme Manager and will report to NPM of his/her outputs/results periodically

1. Assist National Programme Director/ National Programme Manager and other staff in office administration and desk work
2. Perform as the secretary to National Programme Manager and support in his/her deskworks
3. Assist PMSU in filing and record keeping of correspondence letters/ files
4. Assist NPM in all kinds of project works, personnel file management, leave balance and other documents
5. Support PMSU in all kind of communication, information and telephone handling
6. Perform various functions assigned by the management including word-processing, filing, mailing, data entry and receptionist

Qualification and Experience:

The Secretaries should have an intermediate degree/ high school diploma in a relevant field. She/he must be fluent computer operation and should have at least three years of previous experience in working as secretaries/ office assistant in similar programme and organization. She/he must have an orientation of the UN system and its operation modality.

TERMS OF REFERENCE

Post Title: Driver

Duty Station: PMSU Kathmandu and ASTOs (as deputed by the management)

Duration: One Year (with possibility of extension)

Responsibilities:

Under the direct supervision of NPD/NPM/ ASTM or as required by the Programme Management, the Driver will follow the instructions and guidelines of the Programme Management. Driver assigned in duty will perform following jobs:

1. Operate and maintain assigned vehicles, report all maintenance requirements to concerned staff, and keep a daily trip log book well maintained
2. Regular check up and smooth operation of assigned vehicle(s) to be assured on the time
3. Able to perform extra time duty as per the requirement of the office and management of ASTO and PMSU
4. Abide by the guidelines laid down by the programme/ UNDP on vehicle use and operation and its security
5. Carry out other tasks as directed by the Programme Management.
6. Should liaison with PMSU's AFAs for vehicle maintenance, renewal of license and other aspects

Qualification and Experience:

A Driver must be able to read and write. The Driver must have at least five years of driving experience in remote hill and rugged roads of Nepal. The Driver must have self-disciplined and respectable in among the staff. Priority will be given to drivers, who have a good understanding of the UN rules and its system.

TERMS OF REFERENCE

Post Title: Messenger/ Support Personnel
Duty Station: PMSU, Kathmandu
Duration: One Year (with possibility of extension)

Responsibilities:

Under the supervision of National Programme Director and National Programme Manager, the incumbent will perform following duties and instructions and guidelines of the Programme Management and will report of his/her performance and duty to National Programme Manager:

1. Handle the photocopy machine and produce materials;
2. Deliver correspondences/ letters to various offices;
3. Keep the office premises clean;
4. Maintain and operate other office logistics (fans, electricity safety and vacuum cleaner, water supply)
5. Carry out other tasks as directed by the Programme Management.
6. Work as an office support personnel in the office logistics and service management and its proper handling

Qualification and Experience:

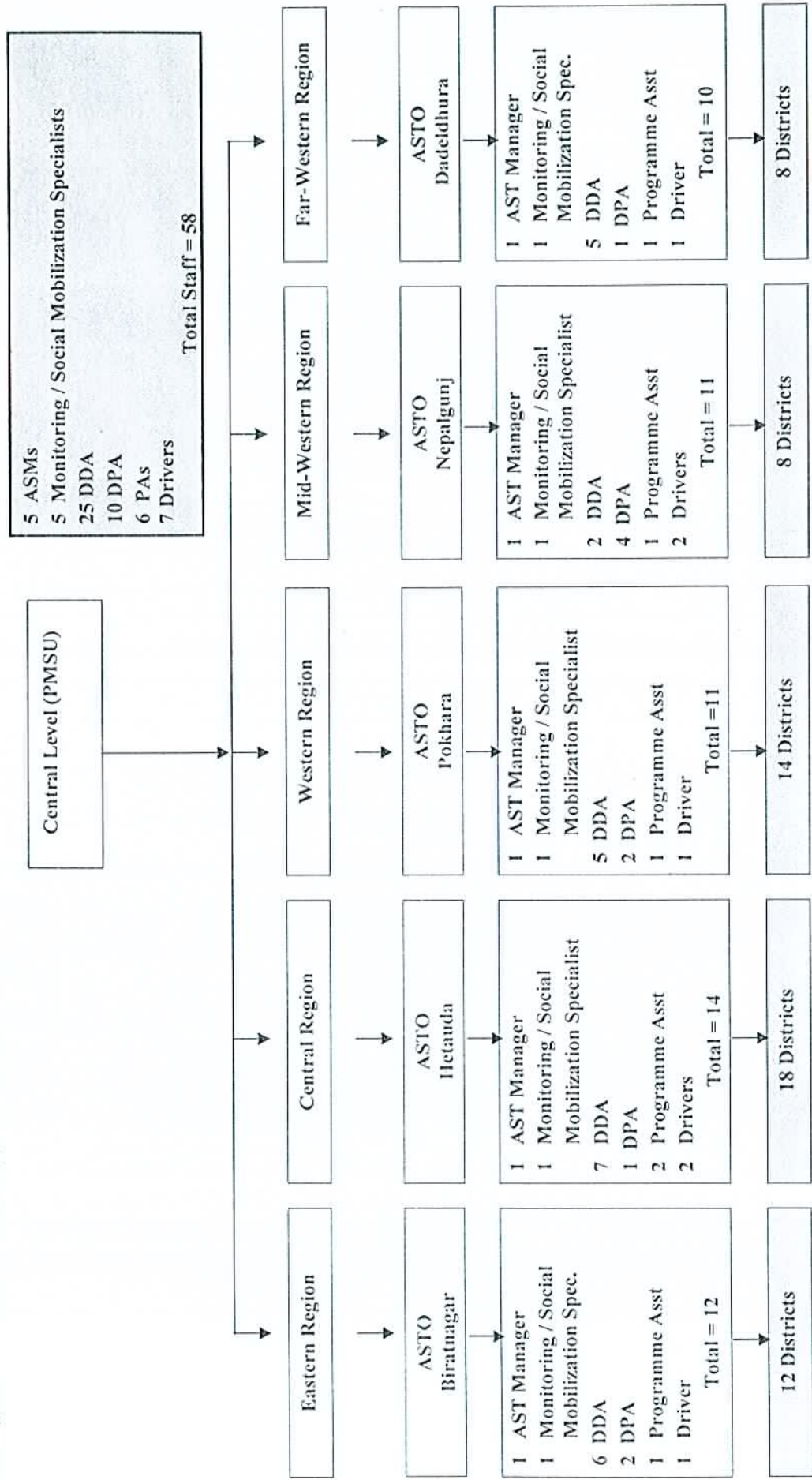
School education with the knowledge of handling office equipments especially photocopy, fax etc. Previous experience of working in similar job would be preferential.

Staffing Plan

Programme Management Structure And Personnel

Annex 6.1

Management Structure of Area Support Team Office (ASTO)/ Districts



Programme Management Support Unit (PMSU)

