

PROJECT DOCUMENT

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Project Title: Accelerating implementation of Sustainable Development Goals in Nepal

Project Number: 00114483

Implementing Partner: National Planning Commission/Government of Nepal

Start Date: January 2020 **End Date:** December 2023, **PAC Meeting date:** 21 November 2019

Brief Description

The adoption of Nepal's new constitution in 2015 led to landmark elections in 2017 where almost 40,000 officials were elected to local, provincial and federal government. The new political paradigm and economic growth aspiration coincides with Nepal's commitment to implement the Sustainable Development Goals (SDGs). The achievement of the SDGs will "envison Nepal as an enterprise friendly, middle income country by 2030, peopled by a vibrant and youthful middle class living in a healthy environment with absolute poverty in the low single digits."¹

Addressing poverty, inequality, and reconciling economic development with environmental management are critical development challenges. As of 2019, 18.7 percent of Nepal's population live below the national poverty line². Other key issues include: natural and climate-induced disasters, low productivity and engagement in informal sectors gender and social disparity coupled with limited private sector growth and job creation leading to unemployment and migration. Government revenues are insufficient to provide all essential services or tackle Nepal's key issues. Moreover, as per the SDGs Needs Assessment, Costing and Financing Strategy prepared by the National Planning Commission, Nepal in average requires USD 20 billion per year to achieve 2030 targets, out of which 34% is financing gap. Institutionally, a challenge facing the new government is establishing coordination and effective linkages between the federal, provincial and local governments (hereafter referred to as 'local levels') which if not timely addressed, will have implications for progress to achieving the SDGs. To address its development challenges and accelerate sustainable economic growth, Nepal needs to mobilise more public and private finance, increased focus to localise finance and development, further improve the enabling policy environment, build or enhance capacity, improve systems and processes, and create partnerships to fulfil the vision described above.

This project aims to **support Nepal in achieving the SDGs and the targets of 15th plan by creating enabling environment and capacity development through accelerated implementation**. Inclusion is an integral part of this initiative as is the integration of poverty, environmental management and climate change: the new sustainable development agenda reflects a greater recognition of challenges arising from depleted natural capital, climate vulnerability, gender inequality, rural-urban migration and rising resource demands, all of which disproportionately affect the livelihoods and well-being of the poor and vulnerable. The project hence will mainstream gender and social inclusion throughout the project interventions.

The project will have two outcomes: **1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation**. The expected outputs of the project will be:

- *Planning, budgeting and M&E systems at federal level fully aligned with the SDGs.*
- *SDGs aligned planning, budgeting and M &E systems in place at Provinces and local levels³*
- *The Intergovernmental fiscal transfer mechanism incentivizes provincial and local governments to integrate the SDGs.*
- *Cooperatives and public enterprises increased investment for SDG implementation*
- *Private sector resources and innovative financing including global and vertical funds are*

¹ Sustainable Development Goals, Status and Roadmap 2016-2030, NPC, 2017. Government of Nepal.

² National Planning Commission. Fifteenth Plan, p.5

³ *Local levels* means Local Governments unit

mobilized to mitigate SDG financing gap

The expected results will be achieved through technical and financial support to relevant partners via policy dialogue, advocacy, capacity buildings, creating SDGs platforms, developing innovative finance mechanisms, and bringing new ideas and technology. This project will partner with various stakeholders including all levels of government, UN agencies, CSOs (in particular women's, disadvantaged and climate vulnerable groups), public enterprises, the financial sector and private enterprise for achieving the expected results. The project will work with all levels of governments including Federal, Provinces and local level. At the sub-national level, the project will work initially in four Provinces in line with UNDAF priorities and 24 Local governments (6 in each province). Depending on the resources and the interest, this can be expanded to other provinces as well.

As Nepal rapidly changes, it is imperative for the project to be able to adapt to ensure the above expected results are delivered on time. The project will use an adaptive management approach with the goal of ensuring flexibility for Provinces and local levels, so they are given room to develop individual approaches to how best to localise their SDGs. Wherever possible, project management will strive for a balance between engagement, coherence with the project goals and the ability to manoeuvre and adapt to individual circumstances of the different Provinces and local levels.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

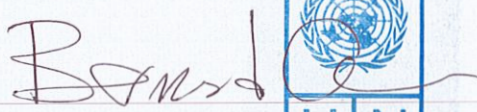
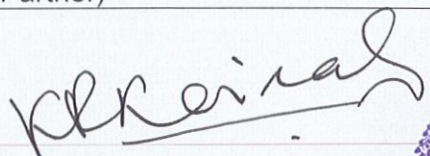
UNDAF/CPD Outcome Areas: Outcome 1: By 2022, impoverished, especially economically vulnerable, unemployed and under-employed and vulnerable people have increased access to sustainable livelihoods, safe and decent employment and income opportunities.
Outcome 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.

PEA Global Outcome: "Strengthened integration of poverty-environment-climate objectives into policies, plans, regulations and investments of partner countries to accelerate delivery of the SDGs"

Indicative Output(s) with gender marker²: GEN2

Total resources required:	2,600,000 USD	
Total resources allocated:	UNDP TRAC:	1,400,000 USD
	European Union:	1,200,000 USD
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)⁴:

UNDP	National Planning Commission (Implementing Partner)
	
Mr. Bernardo Cocco Resident Representative, a.i.	Mr. Khomraj Koirala Joint Secretary
Date: 8 January 2020	Date: 8 January 2020

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⁴ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I DEVELOPMENT CHALLENGE

Nepal is a landlocked country of 30 million people committed to graduating from LDC status by 2022¹ and aspiring to become a middle-income country by 2030. Nepal achieved most of the Millennium Development Goals: absolute poverty decreased from 42 per cent in 1995 to just around 18 per cent in 2019, while its human development index (HDI) increased from 0.279 in 1980 to 0.574 in 2018². Decades of political instability have come to an end with promulgation of the landmark constitution in 2015, creating further opportunities for economic development and prosperity.

Nepal's overall GDP in 2018 was equivalent to USD 31 billion (NRP 3464 billion). Per capita GDP increased from USD 743 in 2015 to USD 1034 in 2018. The trend is of an increasing contribution to overall GDP from the service sector and a gradual decline to GDP from the agriculture sector. The private sector, dominated by small and medium enterprises (SMEs), has been contributing substantially to the country's GDP. In 2017, the contribution from more than 111,000 SMEs operating in the country accounted for 22 percent of the GDP³. Remittances remain a significant contributor of national income and, currently approximately 25.89 percent of GDP in 2018⁴.

Nepal has taken pro-active steps for the achievement of the global 2030 Agenda. It was one of the first countries in the world to prepare SDG Preliminary report in 2015⁵. The SDGs have been incorporated in the country's 15th Periodic Plan (2019/2020 – 2024/2025). Nepal also started SDG coding of national budget since the beginning of 14th Plan. Since fiscal year 2016/17, government has given high priority to the programs and projects contributing to the SDGs. National Planning Commission has also prepared SDGs Needs Assessment, Costing and Financing Strategy that indicates the resources requirement to achieve the 2030 targets and identify potential areas to mitigate funding gap. According to this strategy, Nepal requires in average USD 2025 billion per year. SDGs Steering Committee chaired by the Prime Minister, SDGs Implementation and Coordination Committee chaired by the Vice-Chair of NPC and thematic committees chaired by member of NPC are the high-level institutional mechanism to drive SDG agenda⁶.

Despite these initiatives, Nepal faces substantial challenges in achieving the SDGs. Uneven levels of human development, weak institutional capacity, poor inter-agency cooperation and coordination to deal with cross-cutting issues, and inadequate means and resources are key immediate challenges that constrain the effective implementation and enforcement of policies and programmes⁷.

Poverty and vulnerability in Nepal correlate with geography, caste, gender and ethnicity⁸, exacerbated by environmental, climate and disaster-related risks. Nepal is one of the 20 most vulnerable countries to climate change and other hazards⁹. The UN has stated that it will be difficult to achieve economic development and prosperity without tackling climate change and environment challenges together with poverty eradication and social inequality in Nepal¹⁰.

About 28.6 percent of Nepal's population is multidimensionally poor. Malnutrition and insufficient years of schooling are major contributing factors of poverty. Moreover, the MPI in the country varies substantially among different regions and populations: the rural-urban divide is evident, with 7 percent of the urban population and 33 percent of the rural population being multidimensionally

¹ 13th National Plan of Nepal. The current 14th plan aims to achieve lower middle-income status by 2030

² Human Development Indices and Indicators: 2018 Statistical Update

³ Development Finance Assessment for Nepal: Final Report. UNDP/ADB/UKaid, Asia-Pacific Development Effectiveness Facility, 2017

⁴ Economic Survey 2018/19, Ministry of Finance –Summary of Macroeconomic Indicator

⁵ Government of Nepal, Sustainable Development Goals 2016-2030 national (preliminary) report, 2015

⁶ Government of Nepal, National Planning Commission, Nepal Sustainable Development Goals: Status and Roadmap 2016-2030

⁷ Climate Change Financing Framework: A roadmap to systematically strengthen climate change mainstreaming into planning and budgeting. Government of Nepal, Ministry of Finance, 2017

⁸ Government of Nepal, "Nepal human development report: beyond demography, 2014".

⁹ UNDP Nepal Country Programme 2018-2022. UNDP Nepal Country Office

¹⁰ UN Environment and UNDP, Poverty-Environment Action for Sustainable Development Goals (PEAS). Draft Joint Programme Document, 2018

poor. Province *Karnali* and Province 2 have the highest rate of multidimensional poverty – with every second person being multidimensionally poor (50 percent).

These development challenges have strong gender and social inclusion dimensions. While women represent almost 30 per cent of the current Parliament and the country's current President is a woman, entrenched obstacles to gender equality remain. These include women's unequal access to economic resources and assets, including environmental goods and services, underemployment and low levels of participation in decision-making¹¹.

Disaster management in Nepal has focused on relief and response, with inadequate integration of disaster risk reduction with poverty reduction programmes¹². The 2015 earthquakes lost the life of almost 9,000 people, affected eight million and caused a one third loss in GDP from 2013-2014. The post-disaster recovery framework emphasizes inclusive reconstruction by applying 'building back better' principles¹³ and, while this has picked up pace, implementation challenges continue. Furthermore, management of hazardous substances, air pollution and waste, particularly in urban centres, requires special attention.

As a result of the 2015 earthquake, over half a million houses were destroyed. The destruction of homes and household assets has constrained women's ability to engage in household activities and income generation. About 26 percent of damaged houses belongs to female-headed household and 41 percent belong to Dalits and indigenous peoples¹⁴.

Nepal's 2015 constitution mandates a shift to a federal system, with greater human development and inclusion rights. The constitution envisages a substantial devolution of functions to provincial and local governments which in turn means an ambitious legislative agenda affecting the executive, legislature and judiciary¹⁵. The federalisation of Nepal's governance system also provides an unprecedented opportunity for the attainment of the SDGs, furthering the integration of environmental sustainability, sustainable management of natural resources and climate resilience into development policy, plans and investments.

The Constitution guarantees women's right to participate in all structures and bodies based on the principles of proportional inclusion. The electoral quota ensured the representation of 33 percent women in the federal and provincial and 40 percent in local government. Although a significant proportion (41 percent) of elected local seats, including 91 percent of Vice-Chairperson/Deputy Mayor positions, are now held by women, only 3 percent of the 753 local bodies are headed by women (Chairperson/Mayor)¹⁶. Despite a constitutional guarantee, the representation of women in other sectors are less than 30 percent¹⁷. Fundamentally because of a lack of capacity, laws and policies, local representatives struggle to fulfil their responsibilities and deliver basic services to their constituents.

II STRATEGY

Government of Nepal has confirmed its commitment to advance the global 2030 agenda for sustainable development through formulation of various plans, policies and strategies. The SDGs have also been well incorporated in the country's 15th Periodic Plan (2019/20– 2024/25), which targets a 9.6% percent annual economic growth rate during the Plan period. The Plan has prioritized infrastructure development, clean energy, agricultural commercialization, production-oriented industry and tourism to achieve growth targets as well as SDGs. The federal government has also initiated to localise the SDGs by facilitating their integration into the provincial and municipal level development plans and wants to achieve them through inclusive and multi-stakeholder partnership approach.

¹¹ Government of Nepal, "Nepal human development report: beyond geography, 2014"

¹² Government of Nepal, Ministry of Home Affairs, Nepal Disaster Report, 2015.

¹³ Government of Nepal, National Reconstruction Authority, Post Disaster Recovery Framework, 2015

¹⁴ Nepal Earthquake 2015: Post Disaster Needs Assessment, Vol A Key Findings, National Planning Commission, 2015, p. 62

¹⁵ Transparency International, corruption perceptions index, 2016

¹⁶ Election Commission 2017

¹⁷ Shadow report on 6th periodic report of Nepal on CEDAW, CEDAW Shadow Report Preparation Committee, October 2018

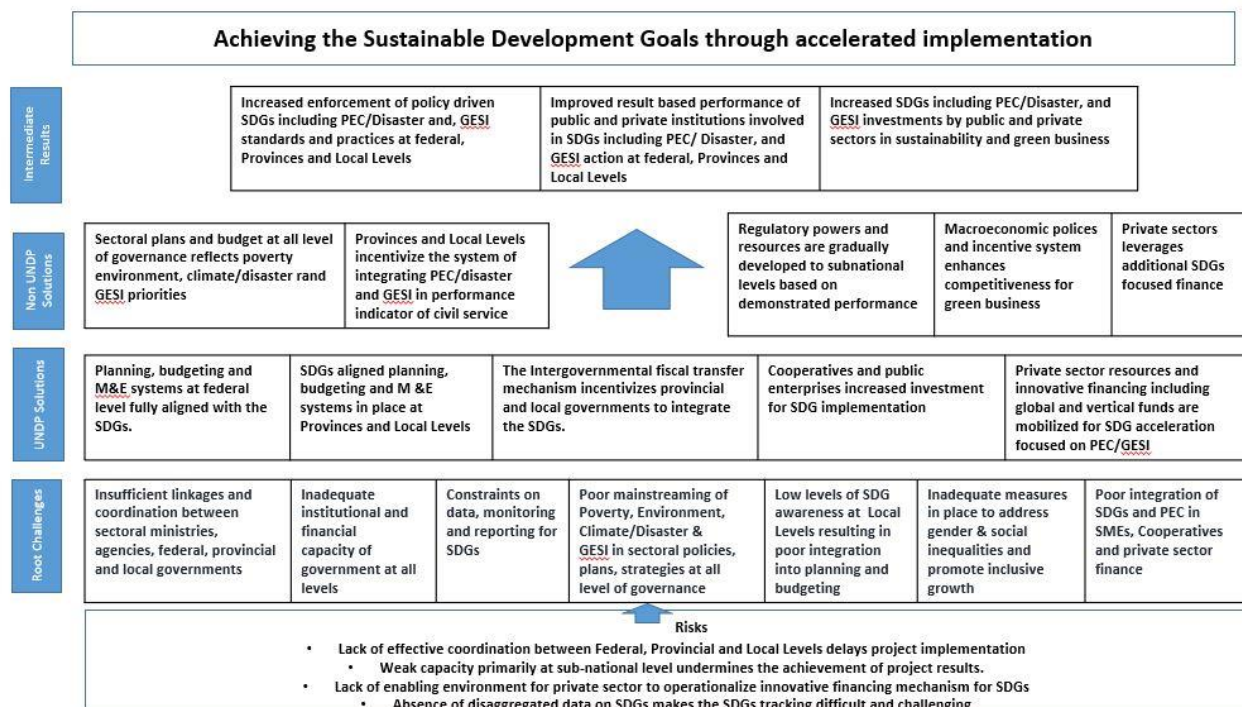
The overall aim of the project is to support Nepal achieve its Sustainable Development Goals through accelerated implementation. The project will ensure that policies, processes and systems are in place which help Nepal monitor, measure and evaluate its progress to achieving the SDGs. Alongside this, the project will work to establish enabling conditions for aligning public and private finance to mitigate the SDGs financing gap for the achievement of the SDGs. In doing so, the project will also focus in addressing the poverty-environment nexus and enhancing environmental sustainability and climate resilience of current investments, as envisaged by the UN global programme on Poverty-Environment Action (PEA). Gender Equality and Social Inclusion (GESI) will be better integrated within policies, processes and systems as well as within the public and private finance. The project will ensure risk informed development process as a vehicle to reduce risk, avoid creating risks and build resilience.

The project will have two outcomes:

- **Outcome 1: Planning, budgeting, monitoring & reporting systems at all levels of government are SDGs responsive and functional.**
- **Outcome 2: Resilient and innovative financing available for SDGs implementation**

These Outcomes are strongly aligned and complementary with Nepal’s SDG Needs Assessment, Costing and Financing Strategy as articulated in the 15th Plan and Roadmap of SDGs:

1. Mainstream SDGs into national, provincial and local level budgeting and planning systems which includes regular/annual audits of the program and budgets from an SDGs perspective.
2. Strong collaboration between federal, provincial and local governments for SDGs implementation
3. Partnership between public, private, cooperatives, NGOs and development partners in policy formulation and M&E
4. Explore and channelize new avenues for mobilising public and private resources for financing the SDGs.



These outcomes will be built on the assessments, recommendations and conclusions of 15th periodic Plan:

- The results from the ‘Strengthening National Planning and Monitoring Capacity (SNPMC)’, a joint project of NPC and UNDP from 2013-2017;
- LDC Graduation Strategy Paper of Nepal, 2014;

- Nepal Human Development Report, 2014,
- SDGs National (Preliminary) Report, 2015;
- MDGs Final Report 2000-2015 and
- Sustainable Development Goals: Status and Roadmap 2016-2030
- 15th plan (2019/20-2024/25)
- SDGs needs assessment, Costing and Financing Strategy
- SDGs Voluntary National Review Report, 2017.
- Development Finance Assessment for Nepal: Final Report, 2017
- United Nation Development Framework, 2018-2022

The 2030 Agenda brings economic and social development, with environment and climate concerns together in to a comprehensive and integrated agenda for change. However, environmental sustainability continues to lag behind and is often siloed in local and national projects. The integration of SDGs including climate and environment across the two outcomes is a prerequisite to achieving the targets and therefore a goal in itself, which will also help to ensure gender equality and inclusion because as the impacts of climate change continue to worsen across the globe, the poorest and most marginalised segment of society will continue to bear the biggest burden.

Lessons from UNDP experience show that disaster risk reduction, climate change adaptation, environmental management, poverty reduction and sustainable development must be mutually supportive and should be acted on together. Global frameworks such as the Sendai Framework for Disaster Risk Reduction 2015-2030 call for risks related to human and natural threats to become an integral part of developing planning and Action. The Paris Agreement under the UN Framework Convention of Climate Change focus specially on climate change risk reduction through legally binding mitigation and adaptation targets. These two global frameworks call upon to demonstrate actions needed to move towards making risk-informed, sustainable development normative practices.

Nepal's 2015 constitution has several provisions to promote Gender Equality and Social inclusion including the provision of constitutional commissions for women and various excluded/marginalised groups. Government of Nepal's Approach Paper to 15th plan also emphasized to empower women and excluded communities by enhancing equal and meaningful participation as well as increasing access to resources.

The project interventions will be guided primarily by national priorities reflected in constitution, policies and plans. In addition, European Union's Gender Action Plan 2016-2020, UNDP Gender Equality Strategy 2018-2021, the Sendai Framework for Disaster Risk reduction 2015-2030, Sustainable Development Goals the Agenda 2030 etc are taken into consideration while implementing project activities.

Through this project, UNDP will apply its global knowledge and support to guide legal frameworks, policies, strategies, norms and institutional mechanisms to achieve Sustainable Development Goals including climate and disaster-risk integration into sector planning and budgeting at national/subnational levels.

Innovation is key part of the project. UNDP has been driving innovation for development, recognising development challenges are continuously emerging and changing. The project will where possible explore opportunities to move away from business as usual and respond with agile and flexible solutions. Innovation could include better design to improve service delivery, foresight to improve planning processes, and behavioural insights which help build citizen-state trust; innovation in how data is gathered, measured and communicated; and innovative models for financing the SDGs. The project will draw on best practice and lessons from the region and beyond.¹⁸

Fundamentally the project aims to respond to the question of how will SDG localisation help lift the poor and vulnerable groups of poverty, and promote sustainability and inclusion? Firstly, there is a

¹⁸ <http://www.asia-pacific.undp.org/content/rbap/en/home/ourwork/development-impact/innovation.html>

recognition that subnational government is closer to the people and able to adapt national strategies to local priorities. Second, there is an overarching need to make subnational government aware of its role and responsibilities. Third, identifying champions, the project will work with subnational officials to create interventions which have a greater impact for the SDGs and help officials measure their progress. Lastly, the project will facilitate partnerships with other development actors, including bringing in other UN agencies, to promote best practice, innovation and more finance to the local level.

The interventions described in this project document will contribute to achieving the five outputs described in the ToC. The interventions (activities) are described in detail in Section III below. In summary the interventions are grouped into four broad categories: 1) Policy, Planning & Capacity Building; 2) Data Monitoring & Evaluation; 3) Budgeting & Finance; 4) Outreach & Influencing (in more detail below).

1. Policy, Planning & Capacity Building

The effective functioning of institutions is a lynchpin for the attainment of the SDGs. Proper institutional mechanisms from state and non-state actors will ensure that interventions related to the SDGs are executed in a coordinated, coherent and complementary way.

After the promulgation of the new constitution in 2015, Nepal has transferred to a federal governance structure, marking an historic departure from a centralised and unitary authority. This is bringing significant changes in the way development planning, policy making, budgeting and service delivery is executed. The achievement of the SDGs therefore requires collaboration and coordination across all tiers of government and with stakeholders outside of the government. However, given the infancy of the new federal structure, there remains significant policy, planning and capacity gaps particularly at the Provincial and local levels to implement the SDGs. Nepal has integrated the SDGs into the Periodic Plan and annual budgets. There is now a pressing need to support Nepal to integrate SDG-related plans into sector policies and other action plans overseen by line ministry activities and service delivery programmes. There is also a need for annual budget audits to be conducted from an SDG perspective¹⁹.

Ultimately, this project is about effective localisation. One of the lessons from the MDGs, is that national development goals need to be localised for more equitable and inclusive outcomes²⁰. Institutions at the subnational levels have a fundamental role to play if the SDGs are an opportunity to further improve people's lives. The experience of MDG implementation in Nepal also shows that localisation is critical for properly addressing targeted populations, targeted groups and remote geographical areas. The overall levels of achievements of the MDGs in several areas masked substantial disparities by gender, social group and location. Inclusion means addressing hard-to-reach populations, specific geographical areas, marginalized peoples, ethnic & endangered groups and therefore requires a localised planning and programming framework for implementing the SDGs at the sub-national and local levels.

Together with preparing SDG-based local development strategies at the sub-national and local levels, it is critical to develop financing strategies which encompass capacity development interventions within the same strategies. Capacity constraints should not prevent the implementation of the SDGs at sub-national and local levels and therefore this project assumes the notion of simultaneous devolution of authority alongside the capacity building of local bodies.

The key deliverable of this project is to establish enabling conditions for aligning public and private finance and investment with SDGs including environmental sustainability and climate objectives. The project will also integrate SDGs into the wider UN system support in Nepal to further national SDG planning and implementation efforts.

¹⁹ National Planning Commission, 2015: Sustainable Development Goals, 2016-2030, National (Preliminary) Report. Government of Nepal. (The Office of the Auditor General was consulted in project preparation who confirmed that they will be working on SDG systems and process audits for line ministries).

²⁰ <https://www.ids.ac.uk/opinions/applying-lessons-from-the-mdgs-to-the-sdgs-in-nepal/>

Although 'housed under Outcome 1, the policy, planning and capacity building interventions detailed in this ProDoc cuts across both Outcomes. For example, there may be a need to create better enabling policies to allow SME and/or private sector finance to help achieve the SDGs. And managing innovative financing for example, could be an area where local government officials need greater capacity building support.

2. Data, Monitoring and Evaluation

A strong monitoring system with credible data is crucial for effective planning and measuring Nepal's success in achieving the SDGs. Nepal's ambitious implementation plan for the SDGs will require a heightened culture of evidence-based policy making. This category of interventions is not only focused on localisation, but can be applied to finance from public, private, SME, cooperative, CSOs and foreign sources. The federal and sub national governments face data and monitoring challenges to development, though the challenges may be profound for the local governments. What are the challenges? To begin with, there are various data challenges:

- i. Data gap is a big problem. As reflected in the SDGs Status and Roadmap report prepared by the National Planning Commission, almost 25% of the indicators don't have baseline data. Further, disaggregated data to capture the essence of "leave no one behind" requires significant efforts.
- ii. SDG-related data sources are spread over multiple windows/agencies and other than the census and economic surveys, social and governance related surveys are conducted outside the purview of CBS.
- iii. There is currently an unprecedented rate of innovation in data collection techniques and technologies and in the ability to distribute data widely and freely. The current statistical system in Nepal is yet to evolve that way. Particularly, access to public sector data is a big challenge for independent monitoring agencies outside of government.

Existing surveys will need to be tailored to the SDG monitoring needs disaggregated data particularly for gender, social group, class and geographical location-based target setting, analysis, and monitoring of SDG outcomes. Some provinces/local levels SDG-related targets will require better quality intra-household information such as nutrition, hunger, poverty, education, health, consumption and income distribution.

The project will support for the effective monitoring of a robust results framework at all levels and across different development actors. The project will support the SDG Dashboard which offers open source information on the state of the SDGs and progress throughout the entire 2019-2030 period. The work under this category will be coherent with Nepal's Monitoring & Evaluation Act, NPC's M&E Guidelines and with the recommendations of The Office of The Auditor General's (OAG) on SDG systems audits for line ministries. It will link with other interventions to create a strong enabling policy environment for tracking and evaluating the SDGs.

Although 'housed under Outcome 1, the data support and M&E interventions detailed in this ProDoc cut across both Outcomes. The goal is harmonisation within SDG monitoring systems which targets different actors. For example, data on M&E progress from government should be to some extent, comparable to data from private investors, SMEs and Cooperatives. This category of interventions described in this ProDoc will be designed to ensure M&E systems are not siloed and are robust enough to be able to draw conclusions and assess the contributions of the many different development actors who progress achievement to Nepal's SDGs.

3. Budgeting & Financing

A preliminary estimate of the annual investment required for the entire SDG period of 2016-2030 ranges from between 42 to 54 percent of GDP. The public sector is expected to contribute approximately 55 percent of SDG investment requirements. The private sector is expected to invest more heavily in industry, energy, physical infrastructure, housing, urban infrastructure and tourism²¹.

²¹ Needs Assessment, Costing and Financing Strategy for SDGs, NPC 2018

Nepal was one of the first countries to start SDG coding of national budget since 2016 as soon as they were rolled out. In addition, Nepal also started climate budget code in 2013 which has helped monitor and track funds used for adaptation and mitigation outcomes. Both require more work to increase their robustness and to make the coding more useful for informed policy and planning. There is a need to continue capacity development of the Planning and M&E divisions of key ministries to make PEA and SDGs coding more rigorous.

The objective is to move beyond the SDG coding and align the government budget to the SDGs. This would mean that the peculiar and diverse requirement for implementation of the SDGs is considered when the sector ministries are planning and formulating budgets. The role of the National Planning Commission and the Ministry of Finance is crucial in providing an enabling environment and facilitating the budget development in line with the SDGs.

The Poverty-Environment Initiative (PEI) implemented during 2010-2012 and 2014-2017 with UNDP and UNEP support and existing SDG support from UNDP has made an impact on government budgeting and sees the integration of the SDGs into macro-economic and sector policies/ plans as critical. Given that Nepal is decentralising, there is a window of opportunity to further translate these into the Medium-Term Budgetary/Expenditure Frameworks at the Provincial and local levels.

The private sector plays a crucial role in promoting economic growth, creating jobs, and contributing to government revenues. Increasingly, corporate social responsibility and the private sector's role in social security and social protection are increasingly contributing to achieving the SDGs. However, much more could be done. The responses outlined in this ProDoc aim to make private finance more geared to achieving the SDGs. First, awareness will need to be raised amongst business leaders that achieving the SDGs is good for business. Second, the project will demonstrate to private sector how their work can better contribute to the SDGs. Lastly, we will work with the private sector to monitor and evaluate the progress and inform the direction of future private finance. These interventions will be primarily targeted at SMEs, Flagship companies and Foreign Direct Investment.

The Cooperatives sector is emerging as an important development actor in Nepal. Their membership base and activities indicate that cooperatives will complement government and private sector initiatives for achieving the SDGs particularly through their social businesses and impact in livelihoods and economic growth for their members and communities.

This project will help to narrow down the gaps between planning and budgeting on SDGs. Support to bridge this gap will be a focus through:

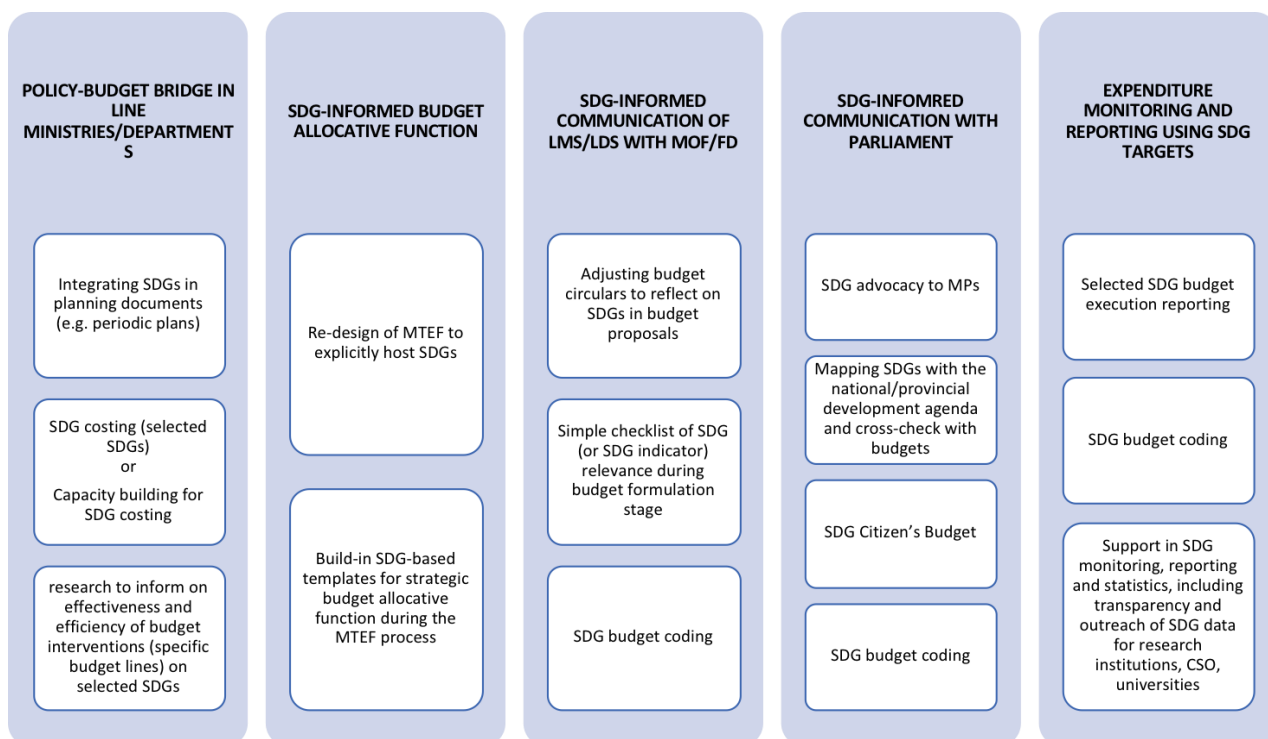
- SDG-informed budgetary system in federal level.
- The project will work with officials to develop more informative budgetary system in Provinces and Local levels.
- Look at potential to introduce innovative and practical ways to facilitate SDG-driven budget formulation including gender responsive budgeting.
- SDG mainstreaming and acceleration via i) improved prioritisation by adapting project selection priorities weights as per the SDG priorities; ii) through improving policy formulation and budget analysis with a pilot and collaborative research with NGOs and CSOs; iii) introducing/improving a strategic budgeting component in the budget cycle by SDG-informed MTEF development; iv) constructing a bottom-up SDG-driven budget proposals mechanism; and v) through simultaneous support of a top-down decision-making on sector allocations/priorities set in the Periodic Plans by improving the quality of the Periodic Plans and by improving the bridge between the periodic plans and budgets/MTEFs.
- SDG budget monitoring and reporting in a more systematic way through improving SDGs budget coding tool.

The project will contribute to an improvement of the general fiscal capacity of government to run SDG-based budgeting. This implies that the capacities of decision-makers to make budget decisions will be improved. The project will initially conduct a high-level analysis of fiscal

manoeuvring capacity to develop and implement new budgeting components which are more SGD-focussed. The results of this analysis will inform how ambitious the project could be on introducing new SDG-budgeting components.

From the PEA perspective, shifting finance and investment towards environmental sustainability and making investment 'climate smart' is key to the achievement of the SDGs. To facilitate this, PEC concerns will be mainstreamed into SDG based planning, budgeting and monitoring systems, as well as integrating PEC within non-public sector finance and investment frameworks. This will contribute to the global PEA outcome of "Strengthened integration of poverty environment climate objectives in to policies, plans, regulations and investments of partner countries to accelerate delivery of the 2030 Agenda and the SDGs".

The figure below presents possible options to support Nepal in SDGs based budgeting and PFM entry points opportunities which during project design was discussed at the Provincial level (Province 5) where need and demand was expressed for such support.



4. Outreach & Influencing

Outreach and influencing features strongly across many of the outputs. An immediate 'win' under influencing is to work through intermediaries who are membership organisations who can then replicate and reach more actors for the SDGs. Another potential win is to influence larger capacity programmes like PLGSP to do more on PEC, GESI and SDG capacity building. A key project focus will be localisation and ensuring Provincial and Local government receive the support they require. It will also be designed to ensure maximum inclusion so that no one is left behind.

Specific interventions which will help achieve the project's outreach and inclusion include:

- A Communications Strategy, which will serve the government and development partners, the region and the global SDG community.
- SDG training, monitoring & reporting.
- An SDG Localisation Platform.
- Scoping & partnership development.
- SDG Capacity Coordination Mechanism (Federal and subnational SDG forums).
- Identification and partnerships with SMEs & Cooperatives.
- Development of local investment frameworks including public and private finance dialogue forum which includes participation from NGOs and CSOs.
- Advocacy and support to capacity building in local banks and the stock exchange.

One critical area is influencing for capacity development. The SDG programme (and the global PEA programme) have funds which will predominantly target systems and processes. The Nepal SDG Status and Roadmap (2016-2030) (NPC, 2017) states that, “Beyond finance, a critical constraint in Nepal is the capacity deficit at the institutional level. This has crippled quality delivery of services even when the will exists, and funds are allocated” (p.20). This project does not have the financial resources to tackle the capacity deficit at scale. However, other programmes like PLGSP have significantly more resources. This project will aim to influence other larger capacity building programmes to take on board and implement knowledge and lessons from this SDG project. For example, creating a module on mainstreaming poverty, environment and climate into policies, plans and programmes for Local levels officials or Bank Investment Officers for inclusion within a wider capacity building intervention.

Linkage to CPD, UNDAF and PEA Global Outcomes

SDGs are at the core of the UN’s Development Assistance Framework to Nepal during 2018-2022. The UN is supporting the Government of Nepal in achieving its vision for inclusive economic growth through its work on policy development and technical assistance for poverty eradication, including institutional capacity building and training. This project aims to support the implementation of the UN and the government’s vision for Nepal – to promote inclusive and sustainable economic growth, where multi-dimensional poverty is addressed not just a cause of unemployment, but also addressing areas such as social development, governance, health, education, gender empowerment and political empowerment. Working with SMEs, Cooperatives, public enterprises, CSOs and the private sector, the proposed interventions aim to increase productivity with an emphasis on improving access to technology, training, productive assets and financial services. All interventions proposed will integrate gender equality, social inclusion and PEC concerns, where possible.

The project outcomes are aligned with UNDAF/CPD Outcome Areas:

- Outcome 1: By 2022, impoverished, especially economically vulnerable, unemployed and under-employed and vulnerable people have increased access to sustainable livelihoods, safe and decent employment and income opportunities.
- Outcome 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.

III RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

This project is aimed at supporting Nepal in achieving the SDGs through accelerated implementation. The project will build partnership with public and the private sector to accelerate their efforts to attain the SDGs, and to help, monitor, report and communicate progress. The project will create an enabling environment, develop institutional capacity, enhance national-Provincial-Local level planning and budgeting which includes the integration of poverty-environment-climate concerns, and set up monitoring and reporting systems with enhanced data quality. The project will achieve this through the following outcomes, outputs and activities:

OUTCOME 1: PLANNING, BUDGETING, MONITORING & REPORTING SYSTEMS AT ALL LEVELS OF GOVERNMENT ARE SDG RESPONSIVE AND FUNCTIONAL.

The Government of Nepal is fully committed to the attainment of the SDGs and is regarded as one of the first starters of SDG implementation. While Nepal aspires to graduate from LDCs status by 2022 and middle-income country by 2030, it is still at a crucial juncture in terms of its capacity for sustainable growth and leaving no one behind. Given the scale of the SDGs, limited finance, the Government of Nepal and other national development actors require technical assistance to enhance implementation and monitoring of SDGs.

A good level of capacity of public officials is indispensable for the successful attainment of the SDGs in Nepal. Developing human capital and building institutional capacity will improve the quality of service delivery and enhance the effectiveness of monitoring and evaluation processes.

Output 1.1: *Planning, budgeting and M&E systems at federal level fully aligned with the SDGs.*

The effective functioning of key national institutions to plan, budget and monitor achievements of SDGs is seen as a critical need at the federal level to align development aspirations with the SDGs. UNDP will identify institutional capacity support programmes which closely align to this project's overall goals. Through partnerships, UNDP will create tools and training which will 'piggyback' on wider/larger initiatives, with the aim of accelerating SDG delivery.

Timely availability and improved data quality are of paramount importance for ensuring both the efficiency and effectiveness of any SDG monitoring and reporting system. The supply of data which accurately reflects implementation progress of the different SDG goals and targets on a timely basis will help make SDG monitoring more accurate. The project will provide necessary technical support to NPC and MoF to strengthen SDG planning and budget frameworks.

Given its broad coverage, Output 1.1 has five indicators:

1. Number of SDG progress reports with disaggregated analysis.
2. SDG budget code guideline is in place.
3. Number of studies and policy papers produced.
4. Number of existing SDGs Committees at federal level fully operationalized.
5. Number of Monitoring and Evaluation activities conducted.

Output 1.1 Indicative activities

1.1.1 SDG progress report to track progress against national targets including VNR

This activity will support the preparation of Nepal's first SDGs progress report. It will assess sectoral national policies and programmes relevant to achievement of SDGs. These assessments will help government to revise/better align their programmes and policies to the attainment of the SDGs. The progress report will help track the progress so far made on national SDG status and roadmap targets and indicators 2016-2030. The project will also contribute in preparation of voluntarily national review (VNR) report which will be submitted by Government of Nepal to High Level Political Forum.

1.1.2 Provides technical support to integrate SDGs in national development plan and polices

This activity will provide technical support to NPC further analyse and bring evidences to better implement SDGs targets and indicators of the 15th Development Plan. The activity will provide technical inputs to NPC to issue circular and the necessary orientation for sector line ministries in aligning their annual development plans and polices targeted towards SDGs/PEC/GESI contribution and alignment.

1.1.3 Develop guideline for SDG budget coding and climate code

The annual budgeting process require some improvements to be made to ensure budget proposals are SDG-aligned, policies and budget interventions are well-costed and justified from the SDG perspective. An important step in integrating SDGs into budgets is the budget classification/coding on SDGs. Nepal has already introduced a simplified version of this tool since 2016 by tagging the budget allocations as per SDGs at aggregate levels. Such a presentation of budget allocations by SDG areas is an important step forward. The activity will help develop and refine robust criteria for SDG budget coding for different sectors to make tagging public finance more accurate and rigorous in line with other budget tags. Government of Nepal has developed and practiced sectoral code such as Gender and Climate Code. While developing SDG coding,

existing code will be taken into consideration. The guidelines will be developed and discussed among the line ministries for its consistent use. The Ministry of Finance ministries/departments will help develop the guidelines to adjust the budget instructions/circulars to host SDG-specific requirements such as SDG relevance of investment/project proposals. For this, necessary capacity for coding, analysis and reporting will be done for public officials for its use. Support will be provided to NPC/MoF to develop the module to integrate SDG code in Medium Term Expenditure Framework (MTEF). The Government of Nepal has been preparing MTEF to align planning with available resources. The activity will support NPC in further refining process and structure of MTEF to ensure SDGs are fully aligned planning and budgeting process. The project will further review the Government needs to provide specific support in the areas of i) improving the structure and coverage of the MTEF document (e.g. incorporation of SDG targets for indicative purposes) including project prioritization criteria; ii) advise introduction of new processes, adjustments to budget calendars allowing more space for strategic budget discussions and negotiations using SDG framework, development and operationalization of new strategic budgeting/MTEF templates; and iii) establish linkages between SDG costing and annual sectoral budgets and develop SDG-informed budget presentations with SDG targets relevant to specific budget programmes in the MTEF. The project will support to conduct training on Line Ministries Budget Information System (LMBIS) to public officials.

Once the SDG coding system in place, it will be extended to generate actual expenditure on the SDG budget. This may require some interventions at the level of bridging the budget and expenditure information systems. The support will be extended to present the expenditure monitoring on SDGs areas in MoF's Financial Comptroller General office (FCGO) annual consolidated report. Those reports may gradually upgrade their coverage and explore on performance aspects (in a narrative) of individual projects or SDG-important sectors from line ministries in the MoF annual economic survey.

The Climate Change Financing Framework (CCFF) has been adopted by the Ministry of Finance with a roadmap to guide mainstreaming climate actions into the planning and budgeting systems of government. As guided by the CCFF, tracking climate-relevant budget within regular development programmes in the agriculture sector has been improved by developing a method to track budget at the activity level which helps increase the accuracy of the budget as well as identify climate vulnerability and including gender-based target beneficiaries. Endorsed by the Inter-ministerial Climate Finance Coordination Committee (IMCC) established within Ministry of Finance, the Ministry of Agriculture and livestock Development (MoALD) has adopted this new method at federal level while formulating its annual budget for the next fiscal year 2019/20. The improved tracking method is a significant jump compared to the existing method, because it uses typologies to define agricultural climate activities and non-budgetary parameters to establish their level of relevance to climate change. The method also helps planners to identify how each of the climate activities supports national commitments of the SDGs as well as that of the Nationally Determined Contributions (NDCs).

The activity will support each climate sensitive line ministries to develop their own sector specific typologies and corresponding guidelines to improve budget tracking method within respective sectors. The activity will support IMCC meetings chaired by the MoF to endorse the activity level climate budget coding guidelines and NPC to issue circular for its use by respective line ministries planning and budgeting officials. Necessary consultations and orientation to each of the sector planning and budgeting officials will be carried out to support preparation of the guidelines and their implementation.

Building on the SDG and climate budget coding guideline, the activity will assess further need to support for SDG aligned Public Finance Management reforms. It will primarily aim at two strands of reform. The first strand of reforms will include capturing the implications of SDGs policies in the sector budgeting context for line ministries/departments at all levels. The primary toolkit includes the integration and in-depth presentation of SDG policies and targets in planning documents, support of Provinces and Local levels in costing the selected set of SDGs or capacity building on costing initiatives, and assistance in research initiatives to analyze and select the most effective and efficient policy interventions to reach the SDG targets. The second strand of the reforms will primarily focus on the improvement of the MTEF process. The project will establish coordination,

collaboration and identify synergy with on-going national initiatives i.e i) Integrated Public Finance Management Reform Programme from the Multi-donor Trust Fund led by the World Bank and with EU and ii) EU-UNICEF Public finance for children programme.

1.1.4. Provide technical support to strengthen SDGs Institutional Mechanism and Capacity Building

For effective SDG mainstreaming, implementation and acceleration interventions are required on multiple fronts including planning, programming, budgeting data/monitoring and reporting. Various development actors including government, development partners, civil society and the private sectors have important roles to play in the process. The Government of Nepal has created High Level Committees and Thematic Working Groups to guide, facilitate and coordinate this work amongst its stakeholders for the achievement of SDGs. This activity will support to strengthen the functioning of these committees/working groups to better align policies and strategies for SDG achievements.

The project will identify institutional capacity support programmes which closely align to this project's overall goals. The project will use the training provided by other programmes as its entry point, where SDG and PEC mainstreaming modules will be 'added on'. The project will also support development and delivery of syllabus, training materials, modules on SDG and PEC/GESI mainstreaming targeting government officials and university professionals.

1.1.5 Strengthen National Statistical System to generate SDGs including PEC/GESI disaggregated data

The Central Bureau of Statistics is the Nepal's national statistical body for the collection, consolidation, processing, analysis, publication and dissemination of statistics mainly through censuses and surveys. A central theme of the SDGs is to 'leave no one behind' and emphasises to reduce all forms of inequality. Nepal's data system is weak in capturing disaggregated data which tracks development results by social, caste, disabilities, youth, economic and geographical categories, for example. The project will provide necessary technical support in generating and collecting disaggregated data for the SDG tracking. The project will support CBS in creating SDG portal/dashboard for effective monitoring of the progress in a systematic way.

1.1.6 Policy analysis and flagship studies on SDGs

This activity is geared towards generating technical and policy support to integrate SDGs into key national policies and strategies. The project activity will provide support to undertake policy analysis and technical studies in these areas. The key deliverables under this activity includes but not limited to:

- National Human Development Report to gather intelligence on national development priorities from human development perspective as well as to inform countries plans and policies towards human centred development.
- Studies and policy papers on national priorities linked with SDGs such as LDC graduation.
- Annual reports on SDGs systems and process audits of Office of Auditor General (OAGs) to highlight progress and gaps on SDGs including PEC/GESI achievements.
- CSOs led assessments of the effectiveness and efficiency of budget and investments made in poverty, environment and climate/GESI dimension of SDGs.
- Media toolkits on SDGs/PEC achievement reporting.
- Analytical background reports on linkages between implementation of SDGs and Nationally Determined Contributions (NDCs) to inform Ministry of Forests and Environment (MoFE) led NDCs.
- Analysis of NAPs, climate change policy, and PEC implementation to support Ministry of Forest and Environment (MoFE) strategy and action plans.
- Analytical products to support Federal, Provincial and Local levels and line departments in improving follow-up SDGs/PEC/GESI budget processes and allocations based on evidence from previous budget years.
- Other relevant analysis and policy briefs on SDGs mainstreaming and acceleration.

1.1.7 Strengthen National M&E system for SDGs monitoring and reporting.

The SDG commitment places a significant emphasis on a country's ability to track, monitor and evaluate its progress on a regular basis. It is critical to ensure that data on progress against SDG indicators is collected through the government's regular monitoring systems. National M&E guidelines provide the basis for the government's monitoring system. NPC has revised national M&E guidelines to make it SDGs responsive. The project will support to strengthen the M&E system including development of tools, guidelines, policies to align them with the SDGs and to ensure that the M&E system supports to the align policies and programs with SDG. This project will also support to conduct the number of studies/research/evaluations to track the progress of the SDGs. The capacity building of M&E officials is critical to apply and implement tools as well as to ensure quality. The project will support various trainings and capacity building measures to enhance the capacity of NPC and sectoral ministries.

Output 1.2: *SDGs aligned planning, budgeting and M &E systems in place at Provinces and Local levels*

As a result of Nepal's new constitution, local government roles and responsibilities are being clarified and local plans and policies are being formulated. Provincial and Local levels are at different stages of development planning and have different level of capacity on planning and budgeting hence an adaptable and flexible approach will be applied during the implementation.

Effective and meaningful localisation is an ambitious and complex task, as it covers a spectrum of activities from upstream policy work to local interventions at the community level. National governments should create the policy, legal and fiscal frameworks, coordination systems and institutions that enable local governments at all levels to operate, innovate and forge the necessary partnerships to implement and finance the SDGs. At the subnational and local levels, the goal is to translate national policies into local strategies and action plans for effective service delivery, and to create systems which encourage a 'whole of society' approach to deliver the SDGs.

Under this output, the project will support selected Provincial and Local levels to formulate 'SDG localisation' policies and strengthen their capacities to drive and implement SDG localisation. This will include the localisation of PEC mainstreaming at the sub-national level. The activities under this output will be piloted initially in selected four provinces and twenty Local levels. Depending on the interest and resource availability, it will be expanded to other provinces and Local levels.

The output 1.2 has six indicators:

1. Number of Provinces and Local levels integrates SDGs including /PEC/GESI into their policies, plans, and budget
2. Number of multi-stakeholder SDGs committees at provincial and local level created and operationalized
3. Number of Provinces and Local levels introducing CCFF reform road map
4. Number of SDG reports at Provinces and Local levels
5. Number of monitoring/evaluation activities and reports
6. Number of SDGs committees formed

Output 1.2 Indicative activities

1.2.1 Selection and launch SDG localization initiatives in Provinces and Local levels

The selection of Local levels in four pilot provinces will be discussed and decided on agreed criteria, analytical review of SDGs baseline reports, SDGs including PEC/GESI mainstreaming requirements and best potential for uptake and learning for effectively localising the SDGs. The pilot Local levels will receive support for the formulation of development plans. This activity will include a baseline survey to measure key SDG-related socio-economic indicators, to be used as

the baseline from which to measure performance and impact of the pilots. The role of the media and local government associations will be examined with a view of supporting the pilots. Federal, Provincial and Local level consultations will be conducted in the development of a policy and guidelines to localise the SDGs. The Consultations will be carried out with Province and subnational organisations such as local government associations, Parliamentarians, CSOs, NGOs, academia and the private sector. The activity will be adaptive paying special attention to GESI and PEC policy frameworks and the evolving roles and responsibilities and devolved functions for Provinces and Local levels. This activity is around developing capacity for mainstreaming and creating the policies and plans themselves. Special attention will be given to 'leave no one behind' by ensuring local policies and plans take the five Principles of Agenda 2030 as well as local SDG priorities, into account.

The guidelines will be developed to support provincial and local institutions to better track and report back on SDG progress in line with national and global indicators. An SDG induction training on guidelines and topics related to national SDG targets and indicators, PEA and GESI mainstreaming will be developed and offered to the provincial and local officials in pilot Local levels. The training will outline the importance of measuring progress, innovation and multi-stakeholder partnerships, including with the private sector. Attention will be given to women's leadership and will ensure women take an active role in planning and delivering the SDGs/PEC and GESI mainstreaming approach at the local level. This activity will provide capacity building as well as policy and technical support to develop the framework

1.2.2 Provide support for institutional mechanism and capacity building of Provinces and Local levels in localising the SDGs including PEC/GESI into planning, budgeting and M & E systems

This project will work with provincial and local governments to establish multi-stakeholders SDGs committees comprised of government, private sector, CSO and other relevant stakeholders to accelerate SDGs implementation

The project will engage at the Provincial and Local level to assess how their SDG related systems and processes can be improved, operationalised and institutionalised. One immediate area will be on MTEF process at the Provincial and Local levels level with linkages with the MTEF at the federal level which will help to bridge policies and SDG targets with budgets through development of operation guidelines and templates for Provinces and Local levels to operatize MTEF taking into account of SDGs/PEC/GESI priority. Necessary trainings and other capacity building measures including system building and the development of tools and guidelines will be provided to the officials of Provinces and Local levels to operationalize and institutionalize the MTEF process. For example, SDGs diagnostic tool developed by UNDP Bangkok regional hub could be used to assess the readiness of Local levels.

The Climate Change Financing Framework (CCFF) has been adopted at the federal level with a roadmap to guide mainstreaming climate actions into the planning and budgeting system of the government. In the pilot Provinces, the activity will support the development of provincial level CCFF which can capture nuances of each of the Province with regards to public finance reforms and roadmap required for where, how and by when government processes and institutional set ups would require reforms to address SDGs and associated commitments. Such a framework will facilitate the integration of Provincial policies and strategies relating to climate change finance in the budgeting process and help the respective governments to channel climate projects and streamline investments through the provincial budgetary system for a long-term scaled up approach.

OUTCOME 2: RESILIENT AND INNOVATIVE FINANCING AVAILABLE FOR SDGS IMPLEMENTATION

This outcome recognises that both public and private financing is critical for the attainment of SDGs. Private investment flows offer a significant opportunity to help Nepal attain the SDGs. At the same time private investment has the potential to create externalities which do not support sustainable development and results in 'leaving people behind'. This outcome recognises that there is a real need to work with government to help enable and promote both public and private

sector to reorient financing for SDGs. For the private investment, the goal is to make private investors aware of how much an impact on the SDGs their investment can make; how profit and sustainable development are not mutually exclusive; and how the SDGs can be good for business.

In line with the SDGs needs assessment, costing and financing strategy prepared by the National Planning Commission, this outcome will develop public and private investment frameworks which makes private finance SDG-smart as well as protect the environment, reduce inequality and increase disaster resilience.

Outcome 2 will have three outputs:

1. The Intergovernmental fiscal transfer mechanism incentivizes provincial and local governments to integrate the SDGs
2. Cooperatives and public enterprises have increased investment for SDG implementation.
3. Private sector resources and innovative financing including global and vertical funds mobilized for SDG acceleration focused on PEC/GESI.

Output 2.1: The *Intergovernmental fiscal transfer mechanism incentivizes provincial and local governments to integrate the SDGs*

The new constitution in Nepal assigns expenditure & revenue responsibilities to all tiers of the government. While most of the key revenue sources remain with the purview of Federal government, expenditure responsibilities have shifted significantly to provincial and local governments. Given limited revenue base, weak revenue generation and administration capacity of provincial and local governments, the resulting gaps will have to be met primarily through fiscal transfers from Federal government. Inter-governmental fiscal transfers represent an opportunity as a 'vehicle' to localise the SDGs. Through the provision of four transfer instruments set within the inter-governmental fiscal transfer Act of Nepal, the project will pilot SDGs/PEC mainstreaming approaches which can then be scaled and integrated to Federal-to-subnational government grants. The output requires knowledge and awareness, tools, resources, monitoring and reporting.

The output 2.1 has three indicators:

1. Policy paper in place on fiscal transfer instruments aligned with SDGs
2. Intergovernmental fiscal transfer guidelines include provision on SDG including PEC/GESI prioritization.
3. Number of government officials (federal, provincial and Local level) trained on provisions of SDG including PEC/GESI friendly fiscal transfers system

Output 2.1 Indicative activities

2.1.1. Assessment/Gap analysis of intergovernmental fiscal transfer mechanism for SDGs mainstreaming.

Intergovernmental fiscal transfers are a major source of Provincial and Local government revenue. The National Natural Resource and Fiscal Commission (NNRFC) and NPC has assessed the modality and amount of the transfer using key instruments. Intergovernmental fiscal transfer is an instrument to remove or minimise the fiscal imbalance of the layers of government. The objectives of the transfer are to achieve social equality, economic development and macroeconomic stability.

The project will support NNRFC/NPC to analyse current strengths and gaps in the transfer mechanism for SDGs/PEC/GESI mainstreaming. The analysis will focus on available data in the pilot provinces, gather data from survey and other sources, analyse use of formula for transfer, and review existing standard operating system for allocation of the revenue to identify avenues for integration and promote cooperation among the vertical and horizontal governments on SDGs/PEC/GESI mainstreaming.

2.1.2 Prepare a policy note and position paper on fiscal transfer instruments.

The Project will also support NNRFC/NPC to prepare an evidence-based policy note and position paper for federal, Provincial and Local levels officials for SDG mainstreaming within intergovernmental fiscal transfer, taking into account existing fiscal transfer mechanism.

2.1.3. Training and workshops for Federal, Province and Local levels on SDGs focused inter-governmental fiscal transfer

The activity will build on the above two activities to raise awareness and understanding for SDGs friendly inter-governmental fiscal transfer provision from Federal to Province and Local levels governments. Along with the background context of the fiscal transfer mechanism, a module with template will be introduced to assess and report annual shift in transfer of additional funds through fiscal transfer on SDGs with focus on PEC and GESI.

Output 2.2. Cooperatives/CSOs and public enterprises increased investment for SDG implementation

Cooperatives/CSO

There are almost 35,500 cooperatives across the country with more than six million members, of which 51 % are women and contributes to 4 % of the GDP and 20 % to the financial sector. According to recent data cooperatives collected savings of Rs 302 billion with majority of cooperatives are deposit and credit based²². The cooperative sector is directly linked to various targets of SDGs including poverty reduction, gender equality, agriculture, health, employment, industry, financial inclusion, food security and nutrition, employment and women empowerment, among others, it can contribute to capitalising on the economic, social and environmental objectives of SDGs.

Civil Society and Non-government organisations (NGOs) are also important development players in Nepal. They are working across the country covering various sectors in line with the SDGs. The project will work with CSO/NGOs to align their development activities towards achievements of SDGs that includes studies, capacity building and advocacy work. The project will identify select CSOs/NGOs in consultation with NGO Federation.

The project will identify cooperatives in consultation with National Cooperative Federation (NCF) with whom UNDP will develop agreements/MoUs with the objective of integrating SDG goals in to the day-to-day running of cooperatives and into investment objectives. The identified cooperatives and investors will pilot the delivery, monitoring and reporting of their relevant SDG/PEC targets. This output recognises the importance of food to overall health, environment and well-being and how investment in agriculture can help to reduce poverty and hunger – both critical to equitable development and achieving the SDGs²³.

The Project will work with some agriculture and NRM based cooperatives based on scoping exercise to ensure an adequate policy enabling environment which empowers agricultural cooperatives and investors to pursue and measure their progress to the SDGs.

Public Enterprises

Public Enterprises are established in Nepal mainly for providing basic goods and services with an important role in controlling the market monopoly, reducing artificial shortage, fair distribution of essential goods and service as well as expanding access to financial facilities. The operational public enterprises in FY 2016/17 were 40 and the key sector included were: industrial (7), trading (6), service (7), social (5), public utility (5) and financial sector (10)²⁴.

²² http://therisingnepal.org.np/news/28179?fbclid=IwAR1H_BrHSGFEyUO9jSIRpvmU4p_-w84lpDsZiCvmlv8LR_IQIZVY3vRvJJY

²⁴ https://mof.gov.np/uploads/document/file/PEs%20Review%202018%20eng%20for%20web_20180801103644.pdf

This project will work with key public enterprises sectors to extend partnership for advocacy, capacity building and identify mechanism to help shift investments towards social, economic and environment objectives for achievements of the SDGs/PEC.

The project will work with some public enterprises in relevant sectors based on scoping exercise to pursue and measure their progress to the relevant SDGs priorities.

The Output 2.2 has three indicators:

1. Number of analysis on investment in cooperatives/CSOs and public enterprises from SDGs perspectives.
2. Number of SDG reports produced by Cooperatives/CSOs and public enterprises to track the contributions on SDGs
3. Number of cooperative members trained on SDG.

Output 2.2 Indicative activities

2.2.1 Identify potential investment in cooperatives/CSOs/public enterprises and assess their policies and capacities from SDGs perspective

The project will focus on carrying out strength and gaps assessment with existing cooperatives, CSOs and public enterprise to better understand their role in achieving SDGs.

2.2.2. Development, communication and dissemination of Cooperatives/CSOs/Public Enterprises Handbook

The Project will develop a handbook to help selected cooperatives/CSOs/public enterprises for integrating SDGs including PEC/GESI in to day-to-day practice. The training and handbook associated will be implemented through the National Cooperative Federation and will help members and investors understand their role in attaining the SDGs. Officials of selected public enterprises will be trained to align their business model with SDGs and to incentivize them to invest on SDGs related priorities.

2.2.3 Data monitoring and SDGs reporting system in place specifically for selected cooperatives, CSOs and public enterprise

This activity will draw on the data, monitoring and reporting systems developed under Output 1 of Outcome 1 work with CBS. The objective is to have, as far as possible, a common SDG reporting system so the contribution of public and private finance can be attributed to accelerating SDG outcome. This activity will work with selected cooperatives and public enterprise to ensure coherence between SDG reporting and monitoring systems. Moreover, the project will also support in development of tool to assess the contribution of public enterprise and cooperatives for the achievement of SDGs including PEC/GESI.

2.2.4 Capacity building of Cooperative members/CSOs and Public enterprise

This project will also conduct various training and other capacity building measures to enhance the capacity of cooperative members/CSOs and public enterprise so that they will be able to use the tools and motivated to align their work with the SDGs.

Output 2.3: Private sector resources and innovative financing including global and vertical funds mobilized for SDG acceleration focused on PEC/GESI

The private sectors are fundamental partner in achieving sustainable development. Businesses lead economic growth, create jobs, provide reliable incomes and improve livelihood opportunities. The innovation and vision of the private sector will help point the way to a stable and equitable future. In 21 Nov 2017, declaration²⁵ adopted at the High-Level Conference on the Role of Private

²⁵ https://www.undp.org/content/dam/nepal/docs/reports/2017_reports/PrivateSector_Declaration.pdf

Sector in Sustainable Development in Nepal primarily call to encourage private sector entities to adopt the Agenda 2030 and SDGs as a part of business plans. This further reiterate to collaborate on joint initiatives to foster and make meaningful contribution to achievements of SDGs.

This output aims to draw on the innovation which UN Environment and UNDP is spearheading across the globe on SDG financing. It recognises that both the types of investment and investment sources for development are changing and that these changes can be harnessed to help achieve the SDGs/PEC. The framework proposed under this Output will also looks all possibilities to provide support in translating SDGs localisation at the Provincial and local levels from the private sector contribution. This output will explore and build partnership with private sectors including SMEs, corporate, company, business etc to shift their investment and introduce innovative financing mechanism towards SDGs/PEC achievements.

Private Sector

The UN has been working with the private sector, notably through the Global Compact to make companies more aligned with the SDGs. The Global Compact supports companies in responsible business by aligning their strategies and operations with principles on human rights, labour, environment and anti-corruption.

UNDP has been working with the private sector to bring both ability in delivery and new approaches to financing the SDGs²⁶. This component of Outcome 2 aims to i) 'localise the Global Compact' and create an enabling environment for businesses to contribute to the SDGs; ii) to bring government closer to the private sector; and iii) to support the private sector to measure their contribution in attaining the SDGs. Activities will aim to 'de-risk' development by getting the right public policies in place, and support innovation and technology within a low capacity and low skilled labour market. Ultimately the goal is to increase financing which supports more inclusive and sustainable business opportunities.

Activities will help to build the awareness of the SDGs, and the capacity of the private sector around SDG delivery. The private sector dialogue forum will be the main vehicle for achieving this where one activity will be the facilitation of Public-Private-Partnerships (PPPs). Furthermore, UNDP's existing work with the private sector will be scaled up and replicated where this is relevant and aligned with SDG delivery.

Critical areas for the private sector where they significantly contribute to the SDGs include food, water, industry, tourism and energy. For the latter, clean and renewable energy has the potential to be a significant contributor to Nepal's economic growth and SDG7 on access to energy.

Small and Medium Sized Enterprises

According to the International Trade Centre, SMEs globally represent a successful model of inclusive trade and growth. Improving SME productivity translates into more and better paying jobs, distributed more equitably, and help small firms to export leads to high productivity, wage, and employment gains.

SMEs in Nepal represent over 90 percent of businesses, generate over 70 percent of jobs in the industrial sector and are a major generator of foreign currency. This output recognises SMEs as a key player in Nepal's efforts to attain the SDGs. The output will identify SMEs which through their day-to-day business operations, will be used to pilot the delivery, monitoring and reporting of certain SDG targets.

The Output 2.3 has four indicators:

1. Number of guidelines, strategies, tools to manage private sector investment decisions that facilitate or prioritize quality investments.

²⁶ <http://www.undp.org/content/undp/en/home/news-centre/news/2017/09/20/business-solutions-to-the-sdgs-how-private-sector-and-un-can-partner-to-achieve-the-global-goals.html>

2. Percentage increase in private sector investment to support to attain SDGs goals including poverty, environmental sustainability and climate objectives for the SDGs.
3. Number of green and innovative financing mechanism operationalized on SDGs
4. Additional amount of global and vertical funds available to accelerate SDGs.

Output 2.3 Indicative activities

2.3.1. Identify, engage and partner with private sector who have high potential for SDGs implementation.

Building upon existing knowledge base and partnership with various business, corporate, SMEs, company etc, the project will carry out scoping assessment at federal and provincial level to identify key private sector who have high potential to integrate SDG including PEC and GESI into their business plans. The consultation with key private sectors will be carried out to align their needs, business ideation towards sustainability and commitment towards investments aligning with their organization value system in doing business responsibly. The exercise will also consider working with those private sectors who have clear focus on adopting indigenous knowledge and inclusion of women, disadvantage and marginalised groups. The scoping exercise suggest priority key areas of private sector intervention and partner with rationale to help achieve SDGs by integrating their business strategies for economic success, environmental quality, and social equity.

2.3.2 Establish and Strengthen the institutions for public and private sector dialogue to accelerate SDGs implementation focusing on green business and investment

Mobilising finance from actors beyond the government for the SDGs will require a policy and enabling environment that is conducive to sustainable, inclusive development of the private sector and civil society. It will require effective collaboration between government and private stakeholders including dialogue on policy issues and active partnerships on specific projects. This entails going beyond just stimulating growth in private investment, for example, to creating incentives that promote positive contributions to environmental sustainability and social progress.

The dialogue will develop a shared understanding of the opportunities, constraints and capacity faced by public and private actors and generate policy innovations and partnerships to improve the policy environment and business practices.

The project will review the existing mechanism through UN Global compact in Nepal or assess needs to create a new mechanism. Regular structured dialogue includes communication outreach to promote sustainable financing for SDG implementation through community radio. By developing a mechanism for systematic and regular dialogue between the public and private sectors, this activity will help ensure the private sector's voice is heard both within the design and review of key government policies, and within SDG progress tracking and reporting.

The dialogue will be fed through studies and prepare a Private Sector SDG Financing Strategy for environmental, poverty and social impact assessment of sectoral policies and plans. The SDGs financing strategy will attempt to serve as important link for strengthening the alignment of private sector planning and financing systems and to bridge the aspirational and intervention-based nature of planning and financing processes.

2.3.3 Innovation for mobilizing private resources towards key sectors and SDG targets

Financing for development requires innovative strategies for resource mobilization and unlocking financial opportunities. This activity aims to develop innovative methods which will include for example Public-Private Partnerships (PPPs), blended finance, use of green bonds and other financial instruments, impact investing, social impact bonds and crowd funding. This will include working with the federal government to unlock investment bottlenecks and create opportunities by improving the supply-side and better market access. Multilateral Development Banks will be consulted and where possible partnerships with MDBs formed. The project will also support to

carry out feasibility studies and gather evidences in priority SDGs which will be included in the funding proposal for vertical fund that Nepal will submit to leverage additional resources.

The project will undertake scoping assessments on various innovative financing mechanism which has potential for uptake and build partnership with private sectors on key SDGs areas. Depending upon the requirements, necessary guidelines, tools and strategy will be prepared with public-private dialogue to promote and strengthen the innovative financing mechanism for SDG focussed investment including climate, environment and social responsibility.

2.3.4. Develop a data monitoring and reporting system for private sector

This project will draw on the data, monitoring and reporting systems developed under Output 1 of Outcome 1 with CBS. The objective is to have, as far as possible, a common SDG reporting system so the contribution of public and private finance can be attributed to accelerating SDG implementation. The project will work with private sector including corporate, business, SMEs and federal/subnational government, to ensure coherence between SDG reporting and monitoring systems. The project will support in measuring private sector investment to support environmental sustainability and climate objectives for the SDGs.

Resources Required to Achieve the Expected Results

This is a four-year project with the total budget of USD 2.6 million. Out of the total budget, European Union will contribute USD 1.2 million whereas UNDP will put USD 1.4 million (maximum USD 350,000 per year). NPC will assign a Joint Secretary as National Project Director (NPD) who is the executive of the project and will take the full responsibility of project resources and results. NPC will assign one Under Secretary to support NPD who will function as National Project Coordinator and assume day to day administrative role delegated by NPD. A project implementation unit (PIU) will be created to support NPD for the implementation of project. PIU will be comprised of a National Project Manager supported by few professional staff as well as support staff. From UNDP side, Deputy Country Director will be the member of Project Executive board. UNDP will assign one Portfolio Manager who works as a quality assurance officer and coordinate with NPD and project team for the effective implementation and management of project. NPC will provide office venue for the PIU. Vehicles and other necessary equipment will be procured as soon as project comes to operation.

Partnerships

This project is underpinned by collaboration: the SDGs provide a common goal and unique opportunity for different institutions to come together, combine resources and thinking, for the common good. Integrating the SDGs into Nepal's budgets, policies and plans allows this project to promote collaboration between government, non-governmental bodies, UN agencies, academia, the private sector and development partners. Getting the maximum reach with limited resources is another critical element of the strategy.

To deliver the SDGs efficiently and effectively requires the active participation and contribution of all actors. To help achieve the expected results, UNDP will explore, create and build partnerships with various development actors.

- The project will partner with federal government agencies, selected Provinces and Local levels;
- The project will partner with public enterprise, SMEs, cooperative and relevant private sector institutions. Federation/Association partnership will be taken into consideration who can reach out to their members;
- Parliament, through which a greater number of elected officials will increase their knowledge and awareness of the SDGs;
- UNDP will partner with other UN agencies in Nepal to offer more coordinated SDG support to the GoN. The United Nations Country Team (UNCT) has created a dedicated taskforce on SDGs, co-chaired by the RCO and UNDP, to inform the UN system for SDGs programming. A data sub-group will be set up under the UN SDG Task Force. The purpose of this group is to ensure that UNCT's contribution in implementing SDGs is measurable and mutually complementary across all UN agencies.

Risks and Assumptions

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of effective coordination between Federal, Provincial and local levels delays project implementation.	Oct 2019	Strategic	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 2 Enter impact on a scale from 1 (low) to 5 (high) I = 4	The project will provide necessary support for regular interactions and discussions between three level of governments to facilitate smooth implantation of the project.	UNDP portfolio Manager			
2	Weak capacity primarily at sub-national level undermines the achievement of project results.	Oct 2019	Operational	P = 4 I = 3	Capacity development of provincial and local government is in-built in all outputs and project results which will address the capacity gap at provincial and local level. In addition, the project will identify and implement specific capacity development activities as per the need during the project implementation.	UNDP portfolio Manager			
3	Lack of enabling environment for private sector to operationalize innovative	Oct 2019	Organizational	P = 2 I = 4	Project will provide necessary support to facilitate dialogue between public and private on a regular basis and also help develop necessary tools and incentive mechanism for the	UNDP portfolio Manager			

	financing mechanism for SDGs				private sector to invest more on SDGs.				
4	Absence of disaggregated data on SDGs makes the SDGs tracking difficult and challenging	Oct 2019	Organizational	P = 3 I = 4	To address the availability of disaggregated data, the project will apply two-pronged approach. On the one hand, the project will constantly do the advocacy for the data generation entities, it will also provide necessary technical support and incentives for data generation and reporting for disaggregate data.	<i>UNDP portfolio Manager</i>			

Stakeholder Engagement

The National Planning Commission will be the Key implementing partner of this project and will drive the project implementation throughout the project period. A wide range of partners and stakeholders, UN agencies, other development partners, civil society organizations and the private sector will be engaged throughout the project. At the federal level, other key government entities include Ministry of Finance, Ministry of Forest and Environment, National Natural Resources and Fiscal Commission and Central Bureau of Statistics. In Private sector, key stakeholders include FNCCI, UN global compact, NCF. At the sub-national level, provincial governments primarily provincial planning commissions are the key stakeholders. Selected local governments will also play critical role in project implementation. EU delegation office in Nepal will be part of the project board and will be actively engaged in project implementation.

South-South and Triangular Cooperation (SSC/TrC)

UNDP is on the ground in approximately 170 countries and territories. It is uniquely placed to draw lessons and cooperation from best practice from all over world. In 2016, UNDP supported more than 500 projects that utilized South-South and triangular cooperation across 127 countries²⁷.

For this SDG project, South-South and triangular cooperation will strengthen Nepal's progress in attaining the SDGs. UNDP Nepal will establish critical partnerships which will help improve the interventions of this project with the goal of harnessing greater knowledge and experience to fast track the SDGs. This project with Poverty and Environment component is particularly well placed to facilitate this given it's 10-years history of multi-country programming

²⁷ www.undp.org/content/undp/en/home/development-impact/south-south-cooperation.html

across four continents. The dissemination and use of SDGs including PEA's substantial body of country-level experience will support the mainstreaming approaches and tools developed in Nepal. South-South cooperation will contribute to knowledge management and information sharing. This will be achieved through proactive engagement with key global and regional actors supporting national SDG implementation and acceleration processes.

Knowledge

The project will develop, capture, share and effectively use the SDG-related knowledge generated from the activities. At the first level there is significant opportunity to share knowledge generated between different levels of government – from Federal to Provincial to local levels. Second there is the opportunity to share knowledge within communities such as CSOs, the private sector and across the membership of a Cooperative, for example. Third, there is sharing knowledge on SDG progress and implementation within the UN and development community in Nepal, and beyond.

UNDP will draw on wider knowledge exchange, in support of South-South Cooperation, through public dialogues and online consultations hosted on Global Dev Hub, and corporate Communities of Practice.

Communications

Communication under this project will support localisation and the federal government's efforts to implement the SDGs and the PEA global programme. A project communication strategy will be developed to help maximise the results and impacts of the activities. It will ensure all stakeholders are constantly kept aware of project activities including lessons learned and knowledge accumulated.

Sustainability and Scaling Up

Sustainability as a theme is of course a lynchpin of the SDGs. The SDGs are owned by Nepal and so will the project's results and outcomes.

An essential element of sustainability and scale-up for the project is the integration of the project's work into government's policies, budgets, plans and circulars. Outcome 2 on Resilient Finance will use partnerships and innovation to make private investments more sustainable. The Project will seek to develop models of good practice which provide reliable and sustainable means of participation in the delivery of project activities.

The project will show case that localisation works. The project will demonstrate to government how having policies, systems, data and capacity can deliver a commensurate level of development impact.

IV PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in project management will be achieved through adherence to UNDP's Programme and Operations Policies and Procedures (POPP) and the National Implementation guidelines (NIM). The project will ensure synergies with other programmes and projects being

implemented in Nepal with UNDP's support., Information, materials and lessons learned from projects will be shared and utilised for engagement with stakeholders involved in the SDG Project.

The project is designed to deliver maximum results with the available resources by ensuring that the design is based on good practices and lessons learnt; that activities are specific and clearly linked to the expected outputs; that there is sound fiscal, personnel and programme management; and that monitoring, and evaluation frameworks and resources are in place to measure progress to achieving the project Theory of Change. The project will balance cost efficient implementation through best value for money, with quality delivery and effectiveness of management. For the capacity building activities, the project will utilise in-house expertise, expertise from UN-partner agencies and in-kind contributions from project stakeholders.

Project Management

The Project will be implemented by the National Planning Commission and UNDP under “***Accelerating Implementation of SDG in Nepal (AISN)***” project using National Implementation Modality (NIM). For the effective implementation of the project, activities related to NPC and other government entities at federal level will be implemented through NIM advance whereas UNDP will provide implementation support for other activities including the activities funded by European Union.

V RESULTS FRAMEWORK²⁸

Accelerating implementation of Sustainable Development Goals in Nepal

Intended Outcome as stated in the UNDAF, UNDP Country Programme Document, Poverty Environment Action Global Programme Document:

UNDAF/UNDP CPD Outcome 1 (2018-2022): By 2022, impoverished, especially economically vulnerable, unemployed and under-employed and vulnerable people, have increased access to sustainable livelihoods, safe and decent employment and income opportunities.

UNDP CPD Output 1.3. Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.

CPD Indicator 1.3.1. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs.

CPD Indicator 1.3.2. National integrated financing framework for 2030 Agenda is in place

CO Level UNDP Strategic Plan linked Outcome (SP Outcome 2): Accelerating structural transformations for sustainable development.

UNDAF/UNDP CPD Outcome 3 (2018-2022): By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.

UNDP CPD Output 3.3. Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management.

CPD Indicator. 3.3.1. Percentage of annual allocation and expenditure for climate risk management and recovery in selected sectors

CPD indicator 3.3.2. Public-private partnership strategy in place for increased investments for CCA/DRR

CO Level UNDP Strategic Plan linked Output (SP output 2.1.1): Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth

CO Level UNDP Strategic Plan linked Indicator (SP indicator 2.1.1.2): Existence of public-private partnerships at the national level to improve the enabling framework for economic diversification and green growth

PEA Global Outcome: "Strengthened integration of poverty-environment-climate objectives into policies, plans, regulations and investments of partner countries to accelerate delivery of the SDGs"

Applicable Output(s) from the UNDP Strategic Plan: See Annex 6

Project title: Accelerating implementation of Sustainable Development Goals in Nepal

Atlas Project Number: 00114483

²⁸ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Expected outputs	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	2022	2023	Final	
Outcome 1: Planning, budgeting, monitoring & reporting systems at all levels of government are SDGs responsive and functional.											
Output 1.1: Planning, budgeting and M&E systems at federal level fully aligned with the SDGs.	1.1.1. Number of SDG progress reports with disaggregated analysis.	NPC	2	2019	0	1	0	0	1	4 - Additional two reports	
	1.1.2. SDG budget code guideline is in place	NPC/MoF	zero	2019	0	1	0	0	0	1 NPC SDG Code guideline	
	1.1.3. Number of studies and policy papers produced	NPC/ project report	zero	2019	0	2	4	4	2	12	
	1.1.4. Number of exiting SDGs Committees at federal level fully operationalized	NPC/ project report	1 high level and one meeting of each (8) thematic committee meetings	2019	0	3	3	3	3	At least 2 meetings of thematic and coordination committee per year	
	1.1.5 number of M & E activities conducted	NPC/Project Report	0	2019	0	1	1	1	1	4 M & E activities conducted.	
		NPC/ Project Report	0	2019	0	50	50	50	50	200 number of officials trained in SDGs M & E process	

Output 1.2: SDGs aligned planning, budgeting and M & E systems are in place at Provinces and Local levels	1.2.1 Number of Provinces and Local levels integrates SDGs including PEC/GESI into their policies, plans, and budget.	Project report	No integration SDGs in polices and plan	2019	0	3 (Province)	6 (LGs)	6 (LGs)	6 (LGs)	3 provinces and 18 Local levels integrate SDGs in polices and plans	
	1.2.2. Number of multi-stakeholder SDGs committees at provincial and local level created and operationalized	Project report	zero	2019	0	3 (Province)	6 (LGs)	6 (LGs)	6 (LGs)	3 committee in Province and 18 local level committee.	
	1.2.3. Number of Provinces and Local levels introducing CCFF reform road map	Project report	zero	2019	0	3	6	6	6	3 Provinces and 18 Local levels	
	1.2.4. Number of SDG reports at Provinces and Local levels	Project report	zero	2019	0	0	3	9	9	3 Provinces and 18 Local levels	
	1.2.5. Number of monitoring/evaluation activities and report	Project Report	Zero	2019	0	0	3 Provinces	9	9	3 Provinces and 18 Local levels	
	1.2.6 Number of SDGs committees formed at the local level	Project Report	Zero	2019	0	0	3 Provinces	9	9	3 Provinces and 18 Local levels	
Outcome 2: Resilient and innovative financing available for SDGs implementation											
Output 2.1: The Intergovernmental fiscal transfer mechanism	2.1.1. Policy paper in place on fiscal transfer instruments aligned with SDGs.	NNRFC	zero	2019	0	1	0	0	0	Yes	

incentivizes provincial and local governments to integrate the SDGs	2.1.2. Intergovernmental fiscal transfer guidelines include provision on SDG including PEC/GESI prioritization.	NNRFC.	zero	2019	0	1	0	0	0	1	
	2.1.3. Number of government officials (federal, provincial and local level) trained on provisions of SDG including PEC/GESI friendly fiscal transfers system.	Project training reports.	zero	2019	0	0	100	100	100	300	
Output 2.2: Cooperatives, CSOs and public enterprises increased investment for SDG implementation focused on Poverty, Environment and Climate (PEC)	2.2.1. Number of cooperatives/CSOs and public enterprises with analysis of investment from SDGs perspectives	Project report	zero	2019	0	4	10	16	24	24 Cooperatives and 2 Public enterprises	
	2.2.2 Number of SDG reports produced by Cooperatives/CSOs and public enterprises to track the contribution on SDGs	NCF/UNDP reports	Zero	2019	0	4	10	16	24	24 SDGs reports	
	2.2.3. Number of cooperative/CSOs members trained on integrating SDGs	NCF	Zero	2019	0	100	300	300	300	1000 cooperative members	

Output 2.3: Private sector resources and innovative financing including global and vertical funds mobilized for SDG acceleration focused on PEC.	2.3.1. Number of guidelines, strategies, tools to manage private sector investment decisions that facilitate or prioritize quality investments	Project report	Zero	2019	0	1	2	1	1	5	
	2.3.2. Percentage increase in private sector investments to support poverty, environmental sustainability and climate objectives for the SDGs	Project report	tbc	2019	0	0	1 percent	2 percent	2 percent	Additional 5 percent of the private sector project beneficiaries	
	2.3.3. Number to green and innovative financing mechanism operationalized	Project report	Zero	2019	0	0	1	1	1	3	
	2.3.4 Additional amount of global and vertical funds available in Nepal to accelerate SDGs	Project report	tbc	2019	0	7	8	8	7	Additional 30 million	

VI MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to	Quarterly, or in the frequency required	Slower than expected progress will be addressed	UNDP CO	

	assess the progress of the project in achieving the agreed outputs.	for each indicator.	by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP CO	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP CO	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP CO	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP CO	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP CO	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project	UNDP CO	

	to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		board and management actions agreed to address the issues identified.		
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Evaluation Plan²⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation				December 2021	NPC, MOF, MOFE, CBS, Provincial governments, local governments	20,000
Final Evaluation				December 2023	NPC, MOF, MOFE, CBS, Provincial governments, local governments	30,000

²⁹ Optional, if needed

VII MULTI-YEAR WORK PLAN ³⁰³¹

Accelerating implementation of Sustainable Development Goals in Nepal									
MULTI YEAR WORK PLAN							RESPONSIBLE PARTY	Funding Source	Budget Description
Outcome & Outputs	Planned Activity	Total budget	2,020	2,021	2,022	2,023			
OUTCOME 1: Planning, budgeting, monitoring & reporting systems at all levels of government are SDGs responsive and functional.									
Output 1.1: Planning, budgeting and M&E systems at federal level fully aligned with the SDGs.	1.1.1 SDG progress report to track progress against national targets including VNR	98,000	30,000	23,000	45,000	-	NPC	UNDP	Consultants, training, workshops, printing
	1.1.2 Provides technical support to integrate SDGs in national development plan and polices,	100,000	30,000	25,000	25,000	20,000	NPC	UNDP	Consultants, workshops, training
	1.1.3 Develop guideline for SDG budget coding and climate code	40,000	20,000	20,000	-	-	NPC	UNDP	Consultants, training, workshops, local travel
	1.1.4 Provide technical support to strengthen SDGs Institutional Mechanism and Capacity Building	80,000	20,000	20,000	20,000	20,000	NPC	UNDP	Consultants, workshops, training, local travel
	1.1.5. Strengthen National Statistical System to generate SDGs including PEC/GESI disaggregated data	191,480	47,948	54,299	45,331	43,902	NPC	UNDP	Consultants, workshops, IT support, training.
	1.1.6 Policy analysis and flagship studies on SDGs	250,000	30,000	70,000	60,000	90,000	NPC	UNDP	Consultant, workshops, training, printing

³⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.1.7 Support/Strengthen the SDGs program monitoring and evaluation	40,000	10,000	10,000	10,000	10,000	UNDP	UNDP	Consultant, consultation, meetings,
Output Subtotal		799,480	187,948	222,299	205,331	183,902			
Output 1.2: SDGs aligned planning, budgeting and M & E systems in place at Provinces and Local Government	1.2.1 Selection and launch SDG localization initiatives in Provinces and Local Government	45,000	20,000	15,000	10,000	-	UNDP	EU	Consultants, workshops, meeting, local travel, printing
	1.2.2 Provide support for institutional mechanism and capacity building of Provinces and local level in localising the SDGs including PEC/GESI into planning, budgeting and M & E systems	241,988	88,030	103,721	50,237		UNDP	EU	Consultants, workshops, training, local travel
Output Subtotal		286,988	108,030	118,721	60,237	-			
OUTCOME 2: Resilient and innovative financing available for SDGs implementation									
Output 2.1: The Intergovernmental fiscal transfer mechanism incentivizes provincial and local governments to integrate the SDGs	2.1.1. Assessment/Gap analysis of intergovernmental fiscal transfer mechanism for SDGs mainstreaming.	20,000	20,000	-	-		NPC	UNDP	Consultants, workshops, meeting
	2.2.2 Prepare a policy note and position paper on fiscal transfer instruments.	20,000	15,000	5,000	-		NPC	UNDP	Consultants, consultation, meetings,
	2.1.3. Training and workshops for federal, Province and local level on SDGs focused inter-governmental fiscal transfer	60,000		20,000	20,000	20,000	NPC	UNDP	Consultants, workshops, training, printing
Output Subtotal		100,000	35,000	25,000	20,000	20,000			

Output 2.2: Cooperatives and public enterprises increased investment for SDG implementati on	2.2.1. Identify potential cooperatives/public enterprises and assess their policies and capacities from SDGs perspective	35,000	25,000	10,000			UNDP	EU	Consultants, workshops, meeting, printing
	2.2.2. Development, communication and dissemination of Cooperatives/Public Enterprises Handbook	90,000	15,000	50,000	25,000		UNDP	EU	Consultants, training, printing
	2.2.3. Data monitoring and SDGs reporting system in place specifically for selected cooperative and public enterprise.	91,676		56,676	35,000		UNDP	EU	Consultants, workshops, training, IT support, printing
Output Subtotal		216,676	40,000	116,676	60,000				
Output 2.3: Private sector resources and innovative financing including global and vertical funds mobilized for SDG acceleration focused on PEC/GESI	2.3.1 Identify, engage and partner with private sector who have high potential for SDGs implementation.	70,056	40,056	30,000	-	-	UNDP	EU	Consultant, workshops, meeting
	2.3.2 Setup a Platform for public and private sector dialogue to accelerate SDGs implementation focusing on green business and investment	120,000	40,000	40,000	40,000		UNDP	EU	Consultant, training, workshop, printing
	2.3.3 Innovation for mobilizing private resources towards key sectors and SDG targets	116,149	40,000	40,000	36,149		UNDP	EU	Consultant, workshops, training, printing
	2.3.4. Develop a data monitoring and reporting system for private sector	30,000	15,000	15,000	-		UNDP	EU	Consultant, workshops, IT support, printing
Output Subtotal		336,205	135,056	125,000	76,149	-			
Subtotal of all outputs									

		1,739,349	506,034	607,696	421,717	203,902			
	Program support cost								
	Staff cost	683,684	162,422	194,507	193,657	133,098	NPC/UNDP	EU/UNDP	
	Equipment (one vehicle, three computers, projector, camera)	40,000	20,000	-	-	-	UNDP	UNDP	Vehicle,
	Equipment (computers, projector, camera etc)		20,000	-	-	-	NPC	UNDP	IT equipment's, camera
	Operation cost	58,116	15,116	15,000	15,000	13,000	NPC	UNDP	Office day to day cost
	Sub-Total	781,800	217,538	209,507	208,657	146,098			
	Subtotal	2,521,149	723,572	817,203	630,374	350,000			
	General Management Service (GMS)	78,851	26,428	32,797	19,626		UNDP	EU	
	GRAND TOTALS	2,600,000	750,000	850,000	650,000	350,000			
	UNDP TRAC	1,400,000	350,000	350,000	350,000	350,000			
	EU/PEA	1,200,000	400,000	500,000	300,000	-			

*UNDP Direct Project Cost is embedded within each output program budget and charged to UNDP TRAC.

VIII GOVERNANCE AND MANAGEMENT ARRANGEMENTS

AISN is a Nationally Implemented Project and the National Planning Commission is the implementing partner. The project will have following governance structure.

Project Steering Committee (PSC): The PSC provides strategic guidance to the Project and help strengthen coordination with other ministries, provincial governments and other stakeholders as required. The Committee will be chaired by the Vice Chair of the NPC. The composition of the PSC includes:

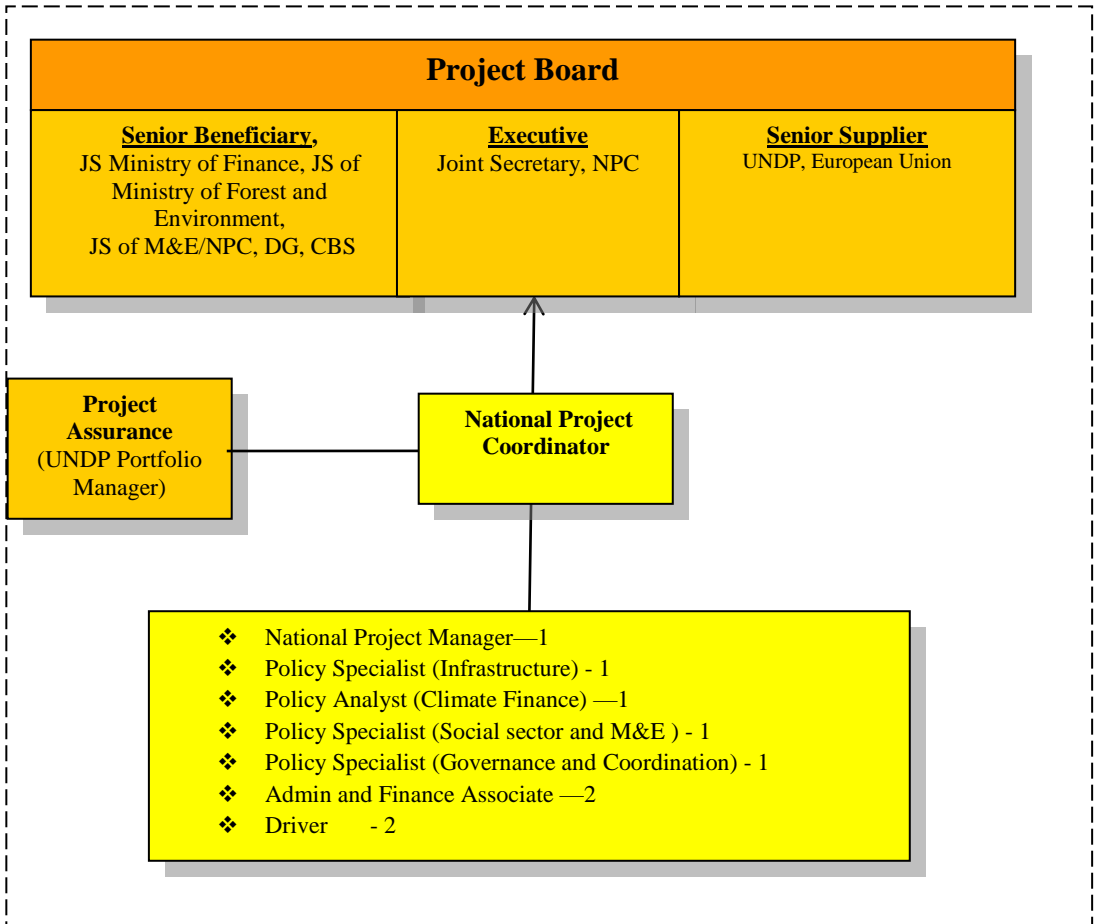
Hon'ble Vice Chair, NPC	Chairperson
All Hon'ble Members, NPC	Member
Secretary, National Planning Commission	Member
Secretary of MOF	Member
Secretary of MOFE	Member
Secretary of MoFAGA	Member
Vice Chairs of the provincial Planning Commissions or Finance Secretary of provincial Ministry of Planning and Economic Affairs	Member
Chairs of MUAN/NARMIN/ADCCN	Member
UNDP Resident Representative	Member
Chairs of FNCCI/CNI/NCC	Member
Chair - National Cooperative Federation	Member
Chair-NGO Federation of Nepal	Member
National Project Director	Member-Secretary

The PSC shall meet at least once a year.

Project Board (PB): The Project Board is the body responsible for making consensus-based management decisions related to the project activities, including recommendations to implementing partner and Project Management unit. The Project Board will approve annual and quarterly work plans and budget, review progress reports, provide strategic guidance, and steer the project as per its goals and objectives to ensure that the stated results will be achieved. The proceedings of the meeting and all management decisions will be recorded in the minutes and signed by all the participants. The composition of the PB will remain flexible, to accommodate the inclusion of government and donor counterparts

This project is governed by the Project Board. A Joint Secretary assigned by NPC (Implementing Partner) will be the executive of the project and assume the overall responsibility of results and resources. Joint Secretary from the Ministry of Finance and the Ministry of Forest and Environment, Joint Secretary of M&E, NPC and the DG of CBS, are other members of the Project board from beneficiary side whereas UNDP and European Union, will be the members of the Project Board from supplier side. NPC will also assign an Under Secretary who will work as National Project Coordinator to support NPD for the day to day management and implementation of the project activities. UNDP will assign a Portfolio Manager to work as project assurance. Project Implementation Unit (PIU) will be created to support the NPD for day to day project implementation. PIU is comprised of National Project Manager, relevant program specialist/advisor and the support team including administration and finance. The structure of the Project Board is presented in the following diagram.

The Project management Unit will be comprised of a core team led by a National Project Manager supported by a team of professional and support staff - 1) Policy Specialist (Infrastructure) 2) Policy Analyst (Climate Finance), 3) Policy Specialist (Social sector and M&E), 4) Policy Specialist (Governance and Coordination), 5) Administrative and Finance Associate – two, and 6) Driver-two.



IX LEGAL CONTEXT

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
 9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI ANNEXES

Indicative Job Description - Annex – 1a

Position Information	
Job Title: National Project Manager CO Unit: Inclusive Economic Growth Reports to: National Project Director Duty Station: Kathmandu, Nepal	Grade Level: SB 5 / Peg 2 Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizational Context

“*Accelerating Implementation of Sustainable Development Goals in Nepal*” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Functions / Key Results Expected:

- Coordinate and Manage the overall implementation of the AISN activities:
- Technical inputs and policy advise to NPC primarily focusing on economic Sector
- Monitoring, evaluation and reporting of the overall Programme deliverables:
- Gender and Social Inclusion Sensitivity:

Recruitments Qualifications

Education:	Master’s degree in economics or any other relevant subject.
Experience:	<ul style="list-style-type: none"> • At least 8 years of relevant experience for master’s degree and 5 years for PhD, in project management/ quality assurance and monitoring associated with sustainable development • Demonstrated knowledge and working experiences with the sustainable development related policy, system and procedures. • In depth knowledge of organization policies and procedures relating to project management • Experience in drafting ToR, programme design, monitoring & evaluation and program reporting; • Experience working for the Government of Nepal and UN is an asset; • Act as a team player and facilitating team work • Ability to work under pressure and time constraints.
Language Requirements:	<ul style="list-style-type: none"> • Excellent written and oral communication skills in Nepali and English;
Other:	<ul style="list-style-type: none"> • Must be familiar with MS office • Nepali Typing skills is must.

Position Information	
Job Title: Policy Specialist (Infrastructure) CO Unit: Inclusive Economic Growth Reports to: National Project Director Duty Station: Kathmandu, Nepal	Grade Level: SB 5 / Peg 1 Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizational Context

“Accelerating Implementation of Sustainable Development Goals in Nepal” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Functions / Key Results Expected:

1. Technical inputs, policy advise to NPC, especially in the area of infrastructure development considering agenda 2030 and SDGs.
2. Preparation of policy briefs, analytical work, advisory support across the national and subnational level focusing on infrastructure
3. Support NPC for strategic partnerships with sub-national government, development partners, private sector, CSO and knowledge management on infrastructure development
4. Contribute to mainstreaming gender and social inclusion

Recruitments and Qualifications

Education:	Master’s degree in engineering, economics, or any other relevant subject.
Experience:	<ol style="list-style-type: none"> 1. At least 8 years of relevant experience for master’s degree and 5 years for PhD, in project management/ quality assurance and monitoring associated with sustainable development 2. Demonstrated knowledge and working experiences with the econometric tools and process. 3. In depth knowledge of organization policies and procedures relating to SDGs policy, system and procedures 4. Experience in drafting ToR, programme design, monitoring & evaluation and program reporting; 5. Experience working for the Government of Nepal and UN is an asset; 6. Act as a team player and facilitating team work 7. Ability to work under pressure and time constraints.
Language Requirements:	<ul style="list-style-type: none"> • Excellent written and oral communication skills in Nepali and English;
Other:	<ul style="list-style-type: none"> • Must be familiar with MS office • Nepali Typing skills is an asset.

Position Information	
Job Title: Policy Specialist (Social Sector and M&E) CO Unit: Inclusive Economic Growth Reports to: National Project Director Duty Station: Kathmandu, Nepal	Grade Level: SB5 Peg 1 Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizations Context

“Accelerating Implementation of Sustainable Development Goals in Nepal” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Functions / Key Results Expected:

1. Technical inputs, policy advise to NPC, especially in the area of social sector considering agenda 2030 and SDGs.
2. Preparation of policy briefs, analytical work, advisory support across the national and subnational level focusing on social sector
3. Support NPC for strategic partnerships with sub-national government, development partners, private sector, CSO and knowledge management on social sector
4. Contribute to mainstreaming gender and social inclusion

Recruitments and Qualifications

Education:	Master’s degree in economics, statistics or any other relevant subject.
Experience:	<ul style="list-style-type: none"> • Advanced university degree (Master's degree or equivalent degree) in information management, statistics, sustainable development, social sciences, education or related area. • A minimum of five years of progressively responsible experience in providing strategic support to research and data analysis, knowledge management or project/programme management in the context of development cooperation or related area is required. • In depth knowledge of organization policies and procedures relating to social policy, system and procedures and understand data needs and requirements. • Experience working for the Government of Nepal and UN is an asset; • Ability to work under pressure and time constraints.
Language Requirements:	<ul style="list-style-type: none"> • Excellent written and oral communication skills in Nepali and English;
Other:	<ul style="list-style-type: none"> • Must be familiar with MS office • Nepali Typing skills is an asset.

Position Information	
Job Title: Policy Analyst (Climate Finance) Position Number: CO Unit: Inclusive Economic Growth Reports to: UNDP/NPD	Grade Level: SB 5 / Peg 1 Duty Station: Kathmandu Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizations Context

“Accelerating Implementation of Sustainable Development Goals in Nepal” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Functions and Key Results Expected

- 1) Support the policy arrangement to achieve SDGs, focusing on climate change finance, with NPC, government and development partners, private sectors, and CSOs building on and ensuring consistency with international policy guidance on climate change provided by Regional Hub and HQ
- 2) Support an UN-wide approach to climate change and promote NPC/UNDP's role, including policy and programmatic initiatives, ensuring consistency and integration with regional and global approaches, methodologies, and strategies
- 3) Support strategic partnerships and knowledge management on Climate Change
- 4) Support Coordination and Oversight of climate change finance portfolio and projects:

Education:	Master's Degree in climate sciences, environmental sciences, earth sciences, natural resource economics, social sciences or other closely related field.
Experience:	<ul style="list-style-type: none"> • Master's Degree with 7 years' work experience on issues related to climate policy, climate risk, vulnerability reduction and capacity development. • Experience in working with government, donors or the UN previously is an asset. • Experience in development work in the area of climate change, climate change finance, natural resource management, and related issues. • Familiarity with policy dialogues and advisory functions involving government counterparts and other stake-holders. • Good knowledge and understanding of the global debate on climate change and experience in multilateral environmental debates and dialogues and processes. • Proven experience and knowledge of country's institutional framework and policies of climate change is an asset.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in oral and written English is essential; • Knowledge of local languages will be considered as an advantage.
Other:	<ul style="list-style-type: none"> • Well versed in computer applications like Word, Excel and Powerpoint. • Good report writing skill is highly preferable.

Position Information	
Job Title: Policy Specialist (Governance and Coordination) Position Number: CO Unit: Inclusive Economic Growth Reports to: National Project Director	Grade Level: SB 5 / Peg 1 Duty Station: Kathmandu Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizations Context

“Accelerating Implementation of Sustainable Development Goals in Nepal” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Functions and Key Results Expected

1. Provision of technical policy and analytical advice to national government, especially in the area of governance considering agenda 2030 and SDGS
2. Contribution to project analytical and advisory work across the national and subnational level focusing on governance and institution development
3. Coordination with sub-national governments and other actors including private sector, CSO, development partners
4. Contribute to mainstreaming gender and social inclusion

Recruitments and Qualification

Education:	Master’s degree in public policy, public administration, economics, finance, business studies, social science, or another relevant subject.
Experience:	<ul style="list-style-type: none"> • At least five years of relevant work experience in public or private sector project and programme implementation related to sustainable development. • Proven project support, implementation and advocacy experience and track record of engagement with the government, private sector, United Nations, and donors; • Prior experience working in capacity development, knowledge management, communication, monitoring and evaluation will be an asset. • Extensive experience of RBM methodologies and tools (project and programme management, design, monitoring and evaluation) and report writing. • Excellent knowledge and experience working with provincial context, and private sector engagement for sustainable/responsible business is an advantage;
Language Requirements:	<ul style="list-style-type: none"> • Excellent written and oral communication skills in Nepali and English;
Other:	<ul style="list-style-type: none"> • Must be familiar with MS office • Nepali Typing skills is an asset.

Indicative Job Description - Annex -1f (two positions)

Position Information	
Job Title: Admin and Finance Associate Position Number: CO Unit: Inclusive Economic Growth Reports to: National Project Director	Grade Level: SB 3 / Peg 2 Duty Station: Kathmandu Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN) Type of Contract: Service Contract Duration: 1 Year

Job Purpose and Organizations Context

“Accelerating Implementation of Sustainable Development Goals in Nepal” is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Responsibilities

The AFA will work directly under the supervision of Project Manager and overall guidance of NPC/UNDP.

- Maintain accurate financial and personnel records of the programme as required by GoN, and UNDP/UN Environment.
- Manage the call for proposals process for innovation grants, and develop Letters of Agreement with Government partners;
- Provide initial support to beneficiary institutions on administrative and operational aspects of project design, identify capacity gaps and required measures, deliver trainings and mentoring as required, facilitate peer learning on these aspects;
- Track progress in the financial delivery of grants/LoA and contribute to overall financial planning and reporting.
- Assist Project Officer in all matters related to financial and administrative functions of the programme.
- Manage all correspondence related to administrative, financial and security related matters.
- Maintain the inventory and keep records of all office equipment, furniture, fixing, and vehicle. Undertake physical verification of all assets and update records.
- Take lead in training on administrative and financial management to train programme staffs and other stakeholders.
- Take lead to undertake all tasks related to the audit.
- Carry out additional support as requested by the Field Officer and as required to make this programme a success.

Qualifications: The AFA shall have a bachelor’s degree in a relevant field with work experience of at least 5 years. The incumbent shall have experience in management of procurement, organization of training programmes and provision of secretarial and communication services. Proven abilities in English writing and computer skills are required. The candidate must have previous experience of working in the UNDP programmes.

Indicative Job Description - Annex -1g (Two positions)

Position Information	
Job Title: Driver	Grade Level: SB 1 / Peg 2
Position Number:	Duty Station: Kathmandu with frequent travel to programme districts/ VDCs
CO Unit: Inclusive Economic Growth	Name of the Project: Accelerating Implementation of SDGs in Nepal (AISN)
Reports to: National Project Director	Type of Contract: Service Contract
	Duration: 1 Year

Job Purpose and Organizations Context

"*Accelerating Implementation of Sustainable Development Goals in Nepal*" is a joint project of NPC and UNDP which is implemented under the National Implementation Modality (NIM). The project aims to support Nepal in achieving the SDGs by creating enabling environment and capacity development to mitigate SDGs financing gap as well as through accelerated implementation. To achieve this, the project works with federal, provincial and local governments as well as private sector and CSOs, for SDG based planning, budgeting and investment with focus on poverty-environment-climate/disaster and Gender equality & Social inclusion concerns. The objective of the project will be achieved through two inter-linked outcomes: 1) Planning, budgeting, monitoring & reporting systems at all levels of government are SDG responsive and functional; and 2) Resilient and innovative financing available for SDG implementation.

Responsibilities:

The Driver will work directly under the supervision of AFO, Project Officer and overall guidance of Project Manager. The driver will be responsible to ensure smooth and safe driving and maintenance of the office vehicle. Specifically, the Driver will:

- Drive the assigned office vehicle as per the rules and regulations specified.
- Ensure safe driving of the office vehicle as the schedule prepared. \
- Keep daily log of vehicle movement and fuel consumption as prescribed.
- Assist PMU in collection and distribution of programme related mails and documents.
- Carry out additional support as requested by the AFO and PC and as required to make this programme a success.

Qualifications: The Driver must hold a valid driving license for car/jeep and motorcycle with the minimum of 10 years of driving experience in both all-weather and fair-weather roads. The incumbent must be able to read and write Nepali and English. Priority will be given to candidate with the working experiences in the development projects and at local levels. Previous experience in the UN organization will be an added advantage.