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2018-2022

NEPAL COUNTRY PROGRAMME



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A view of Rara lake in Mugu. Located at an altitude of 2990 meters above the sea level, the lake is an emerging tourist destination in province 6.
PHOTO: UNDP Nepal



FOREWORD

Our new Country Programme 2018-2022 lays out the analysis and content of what UNDP aims to achieve in the coming five years building on our past work in Nepal and integrating lessons learned. Formulated following a participatory approach with consultations across Nepal with Government, civil society and other development partners, it was approved by our Executive Board in September 2017. With Agenda 2030 as its overarching reference and contributing to the Nepal United Nations Development Assistance Framework 2018-2022 approved by the Government, it articulates UNDP's work in three key areas: inclusive economic growth; democratic governance, rule of law and human rights; and resilience, disaster risk reduction and climate change.

The country programme has a special emphasis on equitable and inclusive development. Our programmatic investments are designed to target the most underdeveloped areas – especially within Provinces 2, 6 and 7 – while also paying particular attention to the most vulnerable social and economic groups across the country, including people with disabilities. Gender equality and youth engagement underpin all UNDP interventions.

We recognize that agriculture, forestry, energy, and tourism are the drivers of Nepal's economy and our programmes will focus in these sectors for support to employment creation, better livelihoods and improved income opportunities. To this end, UNDP targets skills building among young men and women in rural and urban areas, with a focus on Nepal's opportunity to gain from the demographic dividend and reducing dependency on remittances from the many Nepali migrants working abroad.

Under the democratic governance and rule of law programme, UNDP continues to work closely with the government and civil society to strengthen democratic institutions. In addition to federal, provincial and local governments, UNDP engages with the judiciary, the federal and provincial parliaments, human rights bodies, anti-corruption organisations, media and civil society. As



Nepal implements its new Constitution and transforms into a federal state, UNDP supports the process, broadening civic space for participation and voice, enhancing service delivery and rule of law for all.

Nepal is one of the 20 most vulnerable countries to climate change and other hazards. Building resilience is therefore a priority. UNDP aims to enhance the country's ability to adapt to the effects of natural hazards, disasters and climate change. Aspects of disaster resilience are integrated into all UNDP interventions including the continuous efforts of rebuilding Nepal after the 2015 earthquakes. Lessons from UNDP's experience emphasize that disaster risk reduction, climate change adaptation, environmental management, poverty reduction and sustainable development need to be considered as mutually-supportive rather than stand-alone goals, and should be assessed, planned for and acted upon together.

In these three areas of work, UNDP's programmes support Nepal national priorities and responds to the expectations of its key stakeholders. Working closely with partners and ensuring a strong national leadership and ownership of its programme, UNDP contributes to the achievement of the Sustainable Development Goals in Nepal.

We commit to delivering on our agreements and look forward to fruitful engagement and partnerships throughout the new programme cycle. We believe that together we can contribute to a better, safer, more inclusive and prosperous Nepal where everyone can lead a dignified life.

VALERIE JULLIARD
UN Resident Coordinator
UNDP Resident Representative for Nepal

RENAUD MEYER
Country Director
UNDP Nepal

The 11th Kathmandu Marathon, held with support of UNDP, saw diverse athletes—including those with disabilities—competing and spreading the message of Agenda 2030 to Leave No One Behind.
PHOTO: Laxmi Prasad Ngakhushi / UNDP Nepal



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A farmer in Udaypur supported by UNDP to produce watermelon through riverbed-farming.
PHOTO: Prakash Chandra Timilsena/UNDP Nepal

PROGRAMME RATIONALE

Nepal is a landlocked, least developed country (LDC) of 28 million people in South Asia committed to pursuing democratic, socioeconomic reforms, building social cohesion and graduating from LDC status by 2022.¹ It has achieved most of the Millennium Development Goals. Absolute poverty decreased from 42 per cent in 1995 to just under 22 per cent in 2015,² while its human development index (HDI) increased from 0.279 in 1980 to 0.558 in 2016.³ Nepal's 2015 constitution mandates a shift to a federal system, with greater human development and inclusion rights.

The country's overarching challenges include a protracted political transition, decades of slow average economic growth of 3 to 5 per cent,⁴ uneven levels of human development, weak governance and social exclusion. Poverty and vulnerability in Nepal correlate with geography, caste, gender and ethnicity,⁵ exacerbated by environmental, climate and disaster-related risks.

These multidimensional development challenges, analysed through the UNDP mandate, are

connected to three interrelated issues: (a) limited livelihood opportunities and lack of social mobility owing to high underemployment and unemployment rates, particularly among youth, women and vulnerable persons;⁶ (b) poor public service delivery and deficient rule of law;⁷ and (c) heightened vulnerability to climate and disaster-related risks at individual, community and national levels.

Uneven development is reflected in low HDI among some ethnic and caste groups.⁸ While social protection measures have reached over 7.6 million people,⁹ strategies to halt their re-descent into poverty are lacking. Moreover, the poor and vulnerable are disproportionately affected by climate and natural disasters, while chronic budget under-execution¹⁰ inhibits services from reaching them.

Remittance-led consumption has led to growth and reduced poverty. However, of the nearly 1,600 individuals migrating from Nepal every day, 74 per cent are classified 'unskilled'.¹¹ High domestic

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

² Based on national poverty line.

³ Human Development Report, 2016. (link)

⁴ United Nations Conference on Sustainable Development 2012 (Rio+20), Nepal Status Paper, p.13. (link)

⁵ Government of Nepal, "Nepal human development report: beyond demography, 2014". (link)

⁶ Vulnerable people includes children, youth, persons with disabilities, indigenous people, refugees, internally displaced persons, migrants, people living with HIV/AIDS, sexual minorities, older persons, women, people living in hazard-prone and geographically remote areas, areas and communities that are in lower status than the human development standards mentioned in federal law, including highly marginalized groups and groups on the verge of extinction. Nepal UNDAF, 2018-2022.

⁷ Nepal's Fourteenth Development Plan (2017-2019).

⁸ Hill-Dalits (HDI 0.446); Terai-Dalits (HDI 0.400); Janajatis, excluding Newars (HDI 0.481); Muslims (HDI 0.422).

⁹ Sijapati, B. "The quest for achieving universal social protection in Nepal: challenges and opportunities", SARNET working paper no.1, 2016, p.1. (link)

¹⁰ ABD, Macroeconomic update, Nepal, Volume 4, no. 2, August 2016. (link)

¹¹ ILO, "Analysis of labour market and migration trends in Nepal", 2015, p. 24. (link)

migration has made Nepal one of the world's fastest urbanizing countries,¹² putting pressure on urban governance. With the under-25 population at 50 per cent, Nepal has a 30 year window to maximize its demographic dividend. However, nearly 27 per cent of youth do not participate in the labour force,¹³ and under-utilization among those aged 15 to 24 is almost 40 per cent.¹⁴

Nepal's constitution envisages a federal governance system, with substantial devolution of functions to provincial and local governments. This entails an ambitious legislative agenda affecting executive, legislature and judiciary branches that offers opportunities to improve accountability.¹⁵

Nepal is a diverse country, home to 125 ethnic groups, which have historically had uneven access to basic services, resources and opportunities, posing risks to social cohesion. To address this, the constitution has, in addition to the National Human Rights Commission, established six national commissions targeting women, Dalit, indigenous nationalities, Muslims, Tharu and Madhesi. Still, almost 50 per cent of Nepalese reported not having confidence in the justice system and 87 per cent being unaware of free public legal-aid provisions.¹⁶ Ten years after the Comprehensive Peace Agreement, transitional justice issues remain pending.

Nepal is among the world's top 20 countries prone to multi-hazard risks, and the fourth¹⁷ most vulnerable to climate change, posing serious threats to the Sustainable Development Goals (SDGs). As a signatory to the 2016 Paris Agreement of the United Nations Framework Convention on Climate Change and the Sendai Framework for Disaster Risk Reduction, Nepal is ensuring its existing strategies and legislation are better aligned with these priorities, and is developing a national adaptation plan to address climate risks in key sectors.

Disaster management in Nepal has focused on relief and response, with inadequate integration of disaster risk reduction with poverty reduction programmes.¹⁸ The 2015 earthquakes killed almost 9,000 people, affected eight million and caused gross domestic product (GDP) to drop by one third in 2013-2014. The post-disaster recovery framework¹⁹ emphasizes inclusive reconstruction by applying 'building back better' principles and, while this has picked up the pace, implementation challenges continue. Furthermore, management of hazardous substances, air pollution and waste, particularly in urban centres, requires special attention.

These development challenges have strong gender and social inclusion dimensions.



Nepal's new constitution envisages moving to a federal system of governance, with substantial devolution of functions to provincial and local governments.

¹² Bakrania, S. "Urbanisation and urban growth in Nepal" (GSDRC helpdesk research report 1294). Birmingham, United Kingdom: GSDRC, University of Birmingham, 2015, p.1. (link)

¹³ Government of Nepal, Central Bureau of Statistics (2015), Annual Household Survey 2013/14, major findings, p. 17. (link)

¹⁴ Government of Nepal, Central Bureau of Statistics (2008), Report on the Nepal Labour Force Survey 2008, p. 88. (link)

¹⁵ Transparency International, corruption perceptions index, 2016. (link)

¹⁶ Baseline study of crime in Nepal, 2016.

¹⁷ UNFCC Nepal country status brief note on adaptation plans preparation. (link)

¹⁸ Government of Nepal, Ministry of Home Affairs, Nepal Disaster Report, 2015. (link)

¹⁹ Government of Nepal, National Reconstruction Authority, Post Disaster Recovery Framework, 2015. (link)



A Young Nepali engineer showcases his newly built robot at an “Innovation for SDGs” competition organized by UNDP.
PHOTO: Laxmi Prasad Ngakhusi / UNDP Nepal

While women represent almost 30 per cent of the current Parliament, and the President and Speaker are women, 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-making.²⁰ Incidents of violence include sexual and domestic violence, polygamy, child marriage and violence based on traditional practices.²¹ Nepal has legally approved the third gender; however, sexual and gender minorities continue to face discrimination.²² Also, persons with disabilities continue to need more meaningful inclusion within the development agenda.²³

Nepal was one of the world's first countries to prepare a preliminary SDG position paper in 2016.²⁴ With support from UNDP and the United Nations country team, the Government has refined the national monitoring and evaluation framework to align with the SDGs. However, unavailability of credible disaggregated data for planning and addressing multi-dimensional issues remains a challenge.

Evaluations indicate that, in its 2013-2017 programme cycle, UNDP laid the foundations for continued cooperation with the Government and partners to scale up development change. UNDP reached over 18 million people²⁵ across Nepal's 75 districts through its work on economic empowerment, climate change adaptation, social cohesion and participation, while

²⁰ Government of Nepal, “Nepal human development report: beyond geography, 2014”. ([link](#))

²¹ UNFPA Nepal, “Engaging men and boys, communities and parents to end violence against women, child marriage and other harmful practices in Nepal”, 2014. ([link](#))

²² Website of South Asian Human Rights Association. ([link](#))

²³ Lord, A., Sijapati, B., Baniya, J., Chand, O., and Ghale, T. *Disaster, Disability and Difference: A Study of the Challenges Faced by Persons with Disabilities in Post Earthquake Nepal*. Published by Social Science Baha and the United Nations Development Programme in Nepal, 2014. ([link](#))

²⁴ Government of Nepal, *Sustainable Development Goals 2016-2030 national (preliminary) report, 2015*. ([link](#))

²⁵ Country programme action plan, 2013-2017, results report.



◀ Promotion of micro-enterprises is a key aspect of UNDP's efforts to fight poverty in Nepal, and a significant proportion of the beneficiaries—nearly three-fourths—are women.

PHOTO: Chandra Shekhar Karki / UNDP Nepal

enabling local authorities to improve quality and scale of service delivery.

UNDP was most successful when its pilot interventions were institutionalized within the public policy framework. UNDP support resulted in the creation of more than 80,000 new microenterprises and 147,000 new jobs across 38 districts. The Government is scaling up this model to cover all districts; a new law acknowledges microenterprises as a tool for poverty alleviation.²⁶ Another UNDP pilot provided socio-legal aid services to nearly

84,000 people, and led to the formulation of an integrated national policy on legal aid and a significant increase in the Government's budget allocation.²⁷ Likewise, evidence-based policy support has influenced the budget allocation for climate change and disaster risk reduction from 10.73 per cent to 19.45 per cent within one year.²⁸ With UNDP technical assistance, the Election Commission developed its first gender and social inclusion policy and action plan. In 2013 elections, women's share in voter turnout was 51 per cent and one third of polling staff were women.²⁹



UNDP reached over 1 million people through its work on economic empowerment, climate change adaptation, while enabling local authorities to improve quality and scale of their service delivery.

²⁶ *Microenterprise Development Programme (MEDEP) – Phase IV: midterm evaluation, 2016.*

²⁷ *Rule of law and human rights programme: mid-term evaluation, 2016.*

²⁸ *Ministry of Finance, Government of Nepal website. (link)*

²⁹ *UNDP country programme outcome evaluation – national and subnational governance reform, 2016.*

PROGRAMME PRIORITIES AND PARTNERSHIPS

Based on country-wide consultations, context analysis and lessons from previous cooperation, the United Nations Development Assistance Framework (UNDAF), 2018-2022, in alignment with the SDGs and Nepal's Fourteenth Development Plan, will focus on the following national priorities: (a) inclusive economic growth; (b) social development; (c) inclusive governance and rule of law; and (d) resilience and reconstruction. UNDP will contribute to outcome areas a, b and c, based on a review of United Nations organizations' mandates and comparative advantages.³⁰

These priorities form a coherent strategy to support SDG achievement in Nepal, based on the normative frameworks of United Nations organizations and inter-linkages across the pillars of sustainable development. Scalability and sustainability will be sought by integrating UNDP assistance into national policies. UNDP leadership of the United Nations SDG working group and engagement with Parliament and the National Planning Commission will continue. UNDP will build on its partnership with the Ministry of Finance on the aid management information system to introduce SDG coding of the state budget and international aid. UNDP will focus on enhancing institutional capacities for effective mobilization and utilization of development

assistance and other financial flows for SDG financing and monitoring.

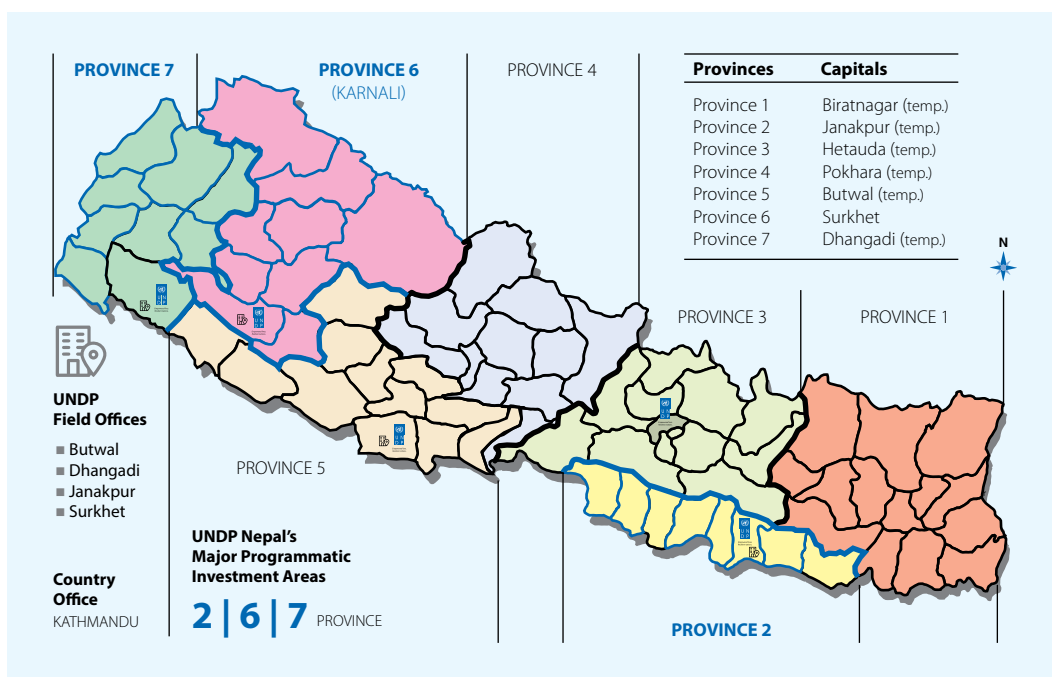
Premised on the Fourteenth Development Plan, the programme's theory of change views sustainable peace and development as a function of the degree to which people are empowered to participate in decision-making through strong, responsive institutions, balance of power and rule of law, free from discrimination and with equal opportunities to contribute to and share in resilient, inclusive growth. Towards this, UNDP will broaden its partnerships in Nepal and the region and contribute to the One-UN approach.

Programmatic investments will primarily target three geographic areas with the lowest HDI³¹ in Nepal: Province **2, 6** and **7**. Earthquake recovery/reconstruction support will continue in the most affected earthquake affected areas.

Outcome 1, on increased access to employment and livelihoods, aligns with the UNDP strategic plan, 2018-2021, and the Fourteenth Development Plan, which prioritizes agriculture, forestry, energy and tourism. UNDP will contribute through the mutually reinforcing strategies of skills building for young men and women in rural and urban areas, given the demographic dividend, and improving the policy environment

³⁰ Roles of partners elaborated in strategy documents.

³¹ Government of Nepal, "Nepal human development report: beyond geography", 2014. (link)



for leveraging development finance and private sector growth (SDGs 1, 2, 5, 7, 8, 10).

UNDP will continue its support to the Ministry of Industry, Ministry of Cooperatives and Ministry of Poverty Alleviation, scaling up engagement in enterprise development in rural areas. UNDP support will shift towards scaling up enterprises and cooperatives, promoting their integration in business processes through stronger rural-urban linkages and value chains for employment generation. UNDP will work with national partners to create equal opportunities for women in business and enhance their capacities.

Synergistic contributions to sector development will focus on agriculture, natural resources and tourism,³² which together employ nearly 75 per cent of the labour force but account for less than 30 per cent of GDP. UNDP will support the Government to implement its strategies to improve the economic, social and environmental performance of value chains in these sectors. In agriculture, UNDP will support farmer training to improve productivity, reduce post-harvest losses and increase access to trade opportunities. UNDP will integrate biodiversity and environmental rights of vulnerable people in job creation by helping biodiversity-friendly producers to access new markets and by



UNDP will initiate its engagement on issues of urbanization during this programme cycle, supporting urban administrations in the new provincial capitals and municipalities.

³² Government of Nepal, Central Bureau of Statistics, Report on the Nepal Labour Force Survey 2008, p. 88. (link)

promoting nature-based local tourism, including urban 'gateways' to pilgrimage sites. Based on lessons from the 2015 earthquakes³³ and these sectors' climate sensitivity, UNDP will promote resilient, climate-smart solutions for sustainability.

An important emerging area is access to energy, in line with United Nations goals of 'sustainable energy for all' and the Government's target to expand electricity access to 87 per cent of Nepal. UNDP will support finalization of the renewable energy policy and build energy infrastructure in rural areas in collaboration with the private sector, creating economic opportunities for growth.

Based on evaluation recommendations, UNDP engagement in urbanization will support government administrations in the new provincial capitals and municipalities. Multi-disciplinary support across portfolios in implementing 2017 national urban development strategy actions will embrace risk-sensitive land use plans for sustainable, resilient urban municipalities, improved public service delivery and economic development, including skills development for migrants to improve labour market access.

UNDP, along with the United Nations country team, will support the National Planning Commission to develop policy and coordination frameworks, and generate and manage disaggregated data for SDG tracking, monitoring and reporting. It will support the development of a national financing framework, with instruments to integrate funding from various sources into the budgeting process to meet resource requirements for SDG implementation.

Embarking on an important emerging area for Nepal, UNDP will support the Government in modernizing regulatory frameworks to improve the investment climate. UNDP will partner with the United Nations Capital Development Fund (UNCDF), United Nations Global Compact Network in Nepal, business associations and development partners to broker innovative, inclusive partnerships between the Government and private sector.

These programme priorities are based on the assumptions that: (a) sustained increase in incomes and employment of vulnerable people requires improvement in policies, inclusive governance and productive capacities; (b) reinforcing links between poverty reduction, environmental management and gender equality is key to reducing multi-dimensional poverty; (c) sustainable energy access provides an enabling environment for social progress, productivity and gender equality; and (d) biodiversity and ecosystem management supports social and economic development, strengthens livelihoods and increases job opportunities.

South-South cooperation will draw on the region's strong technical support to offer advice and support to small enterprises. Regional cooperation will focus on cross-border business-to-business contacts and value chain development with India and China, focused on skills building and technology transfer.

Outcome 2, on strengthened democratic institutions for rule of law, social justice and human rights, is a priority area (SDGs 5, 10, 16) because it determines how much the vulnerable enjoy the

³³ UNDP Nepal webpage on rapid enterprise and livelihoods recovery project. ([link](#))

full benefits of peace, development and inclusive growth. Based on its comparative advantage in governance, UNDP will support federalization processes, broadening civic space for participation and voice, enhancing service delivery³⁴ and rule of law for all, particularly the most vulnerable, in the context of decentralization, as stipulated by the new constitution.

Federalization provides an avenue for applying the rich UNDP experience in local and subnational governance and SDG localization across different tiers. UNDP will provide technical support for design and implementation of inclusive laws, policies and procedures for public administration, planning, budgeting, monitoring, information systems, evidence-based decision-making and integrated risk-resilient development across government's three tiers.

In partnership with United Nations organizations, UNDP will embed a human rights-based approach, gender equality and social inclusion considerations in government policies and plans. It will promote South-South and triangular cooperation to inform federalization. It will pilot innovative ways to manage public service delivery and ensure accessibility (one-stop shops, information management) at local level, with scaling-up potential.

In partnership with Parliament and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNDP will support government efforts to ensure

women's participation in public institutions and legal professions and promote women's opportunities for election in local/provincial governments. UNDP will scale up its collaboration with women supported in previous years and promote women's networks for mutual support, cooperation and advocacy. Building on its comparative advantage implementing parliamentary programmes and engaging stakeholders, UNDP will engage parliamentarians



South-south and triangular cooperation will be mobilized to better inform the federalization process in Nepal.



³⁴ Service delivery, from the UNDP stand point, includes social, economic and justice-related services.

▼ Farmers in Nepalgunj are able to water their crops with the aid of a pump installed with UNDP support.
PHOTO: Laxmi Prasad Ngakhushi / UNDP Nepal



on 2030 Agenda issues, including climate change, accountability and women's political empowerment and promote cooperation between legislative and executive branches. UNDP will, in partnership with United Nations Volunteers (UNV), engage in citizen empowerment to strengthen voluntary, meaningful participation in democratic processes towards consolidation of peace dividends, improved social cohesion, promotion of human rights and access to information for greater accountability and transparency. It will foster partnerships with civil society, the private sector and local communities, especially those concerned with women, young people and underrepresented groups (sexual minorities and people with disabilities) to strengthen their competencies to contribute to SDG achievement.

Building on achievements, support to Nepal's electoral processes will include technical assistance to elections, voter registration, longer-term capacity building of authorities and other stakeholders, and civic education targeting vulnerable people and people with disabilities. As part of phasing out preparations, UNDP will consolidate its support to the electoral system by enhancing credibility, inclusiveness and accessibility, and increasing efficiency and effectiveness.

UNDP will scale up support to law reforms, ensuring the right to social justice, in the constitution, is fully implemented, focused on inclusion and improvement of coordination in the justice sector. It will promote partnerships with/between courts, government officials, the National Human Rights Commission and civil society organizations at national and subnational

levels. Within the United Nations system, UNDP will advocate for issues of transitional justice, while pursuing a victim-centric approach. Engagement for the ratification of and reporting on international treaties and conventions – such as the Universal Periodic Review – will be powerful catalysts for change.

These programme priorities are based on the assumptions that: (a) integrity, inclusivity and accessibility are critical in state institutions to encourage trust in the state and its ability to supply services effectively; and (b) addressing root causes of crisis, violence, inequalities and exclusion requires building institutional capacities for identifying and responding to links between poverty reduction, quality of governance, environmental management and gender equality.

The programme will strengthen partnerships with the Office of the Prime Minister and Council of Ministers, Parliament, Supreme Court, Ministry of Law Justice and Parliamentary Affairs, Ministry of Federal Affairs and Local Development, Ministry of General Administration, Election Commission, National Human Rights Commission and other commissions. UNDP will establish partnerships with provincial, local governments and civil society organizations at subnational level.

Under outcome 3, UNDP will focus on building resilience to natural hazards and climate change, and strengthening sustainable environmental and natural resources management essential for sustainable development and poverty reduction (SDGs 5, 7, 10, 11, 13, 15). 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.

The programme will improve knowledge and understanding of environment, risks and vulnerabilities to climate change and natural hazards and implications on livelihoods. It will make data and information available and accessible, and disseminate them so they are understood and applied to decision-making and actions. UNDP will use innovative ways to enhance existing data ecosystems to apply and use them for trend analysis and scenario-building.

UNDP will apply its global experience and support to guide legal frameworks, policies, strategies, norms and institutional mechanisms for climate and disaster-risk integration into sector planning and budgeting at national/subnational levels, along with effective management of hazardous chemicals, waste and pollution. It will support implementation of priorities identified under the national strategy/plan for disaster risk reduction and the national adaptation plan, as per global commitments made in the Sendai Framework, Paris Agreement, World Humanitarian Summit and SDGs.

Risk-informed actions to reduce vulnerability require increased, sustained financing at different levels. UNDP will advocate for increased investment in disaster risk reduction, climate change adaptation and environment management by private and public sector. It will help the Government to access funds from

sources, such as the Global Environment Facility and Green Climate Fund.

The programme will take a targeted approach to building capacities of subnational governments and communities to reduce urban risks, adapt to climate change and manage environment, watersheds and ecosystems. This will enable early-warning mechanisms, climate adaptation and risk mitigation measures to improve communities' resilience and promote sustainable livelihoods. Support to strengthen emergency operation centres and disaster management information systems will contribute to reducing loss and damage caused by disasters through effective preparedness and response.

Given risks of future disasters, the programme will prioritize resilient recovery by integrating 'build-back-better' in all aspects of recovery and reconstruction, based on the recovery framework.³⁵ UNDP will help to improve policy, planning and coordination of recovery efforts, restoration of livelihoods and safer reconstruction.

Assumptions underlining these strategies include that: (a) the Government is prepared and has lead responsibility to establish effective policy/legislative frameworks and provide resources and capacity to implement comprehensive disaster/climate risk reduction and ensure citizen safety; (b) development partners align with national frameworks and coordinate to maximize strengths and minimize duplication; and (c) integrated risk management frameworks (with synergies



UNDP will focus on building resilience to the effects of natural hazards and changing climate, and on sustainable management of environment and natural resources.

³⁵ Government of Nepal, National Reconstruction Authority, Post Disaster Recovery Framework, 2015.

between disaster risk reduction, climate change adaptation and poverty reduction) make practical sense.

The programme will target most at-risk districts by collaborating with organizations working directly with vulnerable persons and through programmatic synergies with UNDP livelihood and governance portfolios. It will strengthen emergency operation centres to address the needs of people with disabilities and vulnerable people. It will encourage women to hold decision-making positions in community groups and strengthen the national gender and social inclusion policy task force. It will apply the

principles of accountability, meaningful participation and non-discrimination.

The programme will engage in partnerships and coordination with the Ministry of Population and Environment, Ministry of Forest and Soil Conservation, Ministry of Home Affairs, Ministry of Federal Affairs and Local Development, Ministry of Urban Development, and with the National Planning Commission, National Seismological Centre, National Reconstruction Authority and United Nations organizations. It will expand existing regional cooperation, especially with China and India, for collaboration at policy and operational levels in disaster/climate risk management and reconstruction.

▼ UNDP's recovery support has enabled micro-entrepreneurs in Nepal's Ramechhap, particularly those involved in cardamom-farming, rise from the rubble left behind by the devastating earthquakes of 2015.
PHOTO: UNDP Nepal



PROGRAMME AND RISK MANAGEMENT

The country programme was prepared in consultation with the Government and other development partners and will be nationally implemented with country office support, when requested. If necessary, national implementation may be replaced by direct implementation for part or all of the programme. It will use the harmonized approach to cash transfers in a coordinated fashion with other United Nations organizations to manage financial risks. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation will be charged to concerned projects.

This country programme outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels, with respect to the country programme, is prescribed in the organization's programme and operations policies and procedures and the internal control framework.

UNDP mobilized volunteers to help demolish and clear debris from earthquake-damaged structures in Sindhupalchowk.
PHOTO: UNDP Nepal





Innovations to address long-term development issues related to enterprise development, reconstruction, and human rights promotion remain a comparative advantage of UNDP in Nepal.

UNDP will implement specific initiatives to achieve programme efficiency and effectiveness in line with the Government's development cooperation policy. The country programme document board and outcome boards will be established with key stakeholders, local, national and international partners to ensure that UNDP and United Nations support is implemented in line with nationally owned expectations.

A diversified partner base, including government cost-sharing and private sector partnerships, will help meet programme resource needs and minimize the risk of declining traditional funding sources. UNDP will conduct political-economy analyses and engage in dialogue with multiple stakeholders, including youth and women, to monitor the way in which the political situation evolves, address related uncertainties and promote social cohesion.

UNDP will continue to strengthen its business-continuity plan, analyse opportunities to re-programme, monitor the situation and develop staff capacity and internal procedures to respond to natural disasters, crisis and post-crisis situations,³⁶ based on After-Action Review recommendations.³⁷

The programme's contingency planning will help to address changes in circumstances, including reduced funding, by modifying the theory of change, maximizing synergies between outcome areas, adjusting development interventions, selecting implementing modalities and fast-tracking procedures for rapid response.

Innovations to address long-term development issues related to enterprise development, reconstruction and human rights promotion remain a comparative advantage of UNDP in Nepal.³⁸ Such endeavours will continue, while incorporating innovative solutions in programme design and implementation and through scaling up of the country office innovation fund.

UNDP will manage potential social/environmental risks and impacts by applying its social and environmental standards and accountability mechanism tool and its programme and project quality assurance tools. UNDP will promote risk-informed programming through regular context analysis to ensure the programme does not put vulnerable populations and the environment at risk. UNDP will apply a conflict-sensitive approach to development to avoid the negative impact of interventions.

³⁶ Detailed risk log available in implementation strategy documents.

³⁷ Crisis Response Unit, UNDP, "Action review of Nepal earthquake response: final report", 2016. (link)

³⁸ Film on the UNDP-Microsoft partnership for post-earthquake recovery in Nepal, 2015. (link)

MONITORING AND EVALUATION

UNDP will build the monitoring and evaluation framework on a broad range of evidence to facilitate understanding of interconnections among development results/challenges in different areas. It will generate disaggregated data and evidence by: (a) undertaking midterm and/or final evaluations and joint United Nations actions; and (b) maximizing synergies between outcome strategies, especially impact on target groups. Innovative applications of big data, both structurally (census, survey) and non-structurally (mobile call records, social media, remote sensing), will complement traditional

monitoring and evaluation. UNDP will use relevant corporate indicators and adjust the results and resources framework to align with updates to its strategic plan, 2018-2021. UNDP will use globally available, nationally owned data sources, analysis and evidence to track its contributions to national results, measured through national monitoring and evaluation/statistical systems. UNDP and the United Nations country team will engage with subnational counterparts to localize the SDGs, support national statistical systems to improve data quality and, in 2022, facilitate an SDG implementation review.

The country office in Nepal was the recipient of the 'high silver' gender seal award in 2014 and will continue to use the gender marker to monitor investments (15 per cent of the budget) and improve accountability tools and indicators to measure gender results. Furthermore, UNDP will seek to minimize projects with negligible investments in gender. It will allocate at least 3 per cent of the programme budget, proportionately charged to projects, for monitoring, evaluation and communications.

UNDP will implement a multi-year policy research and knowledge management agenda through systematic engagement with national authorities, United Nations and development partners, academic institutions, research bodies and think-tanks. UNDP will intensify efforts to communicate stories and real life narratives, using innovative, user-friendly formats and social media to reach diverse audiences.



Locals in Kathmandu Valley join debris-management efforts in the immediate aftermath of the 2015 quake.
PHOTO: UNDP Nepal



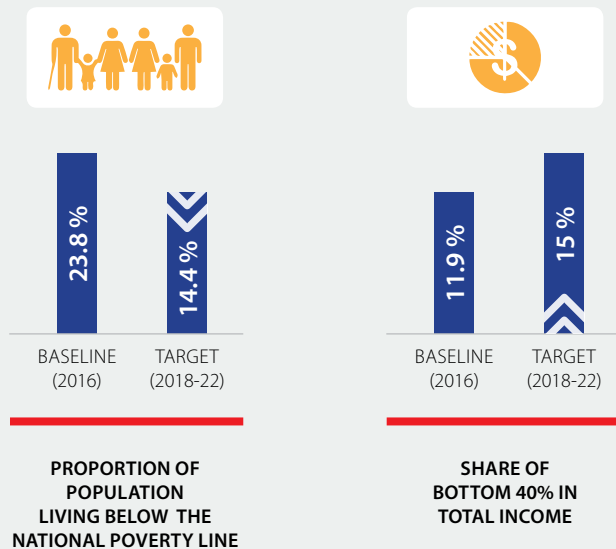
The Election Commission of Nepal, with help from UNDP's Election Support Project, ran an intensive campaign in the run up to the 2017 elections in Nepal to encourage women's participation, both as voters and candidates.

PHOTO: ESP / UNDP

PROGRAMME OVERVIEW

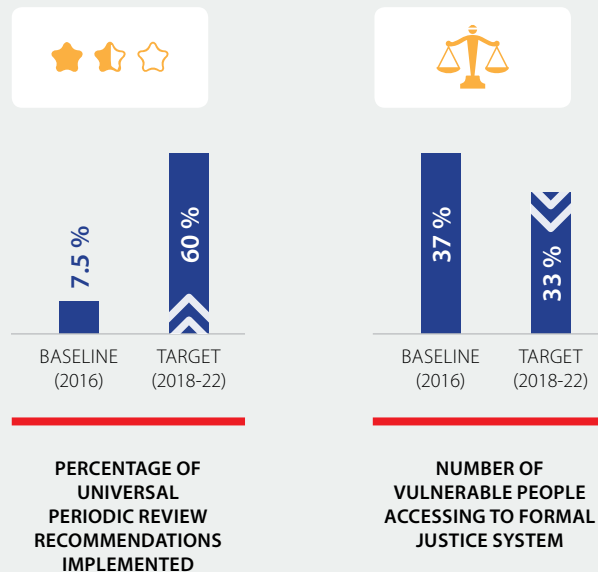
OUTCOME 1

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 2

By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all, particularly for vulnerable people.



Langtang locals passing over a trail bridge built with UNDP support.
PHOTO: UNDP Nepal

OUTCOME 3

By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.



BASELINE
(2016)



TARGET
(2018-22)

NUMBER OF LOSSES OF HUMAN
LIFE COMPARED TO AVERAGE
ANNUAL LOSS BETWEEN 2005
AND 2015



BASELINE
(2016)

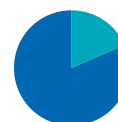


TARGET
(2018-22)

PERCENTAGE REDUCTION IN
DIRECT ANNUAL ECONOMIC LOSS
DUE TO DAMAGE AND/OR
LOSS OF AGRICULTURE, HOUSING
AND CRITICAL INFRASTRUCTURE

INDICATIVE RESOURCES BY OUTCOME (IN \$)

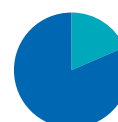
OUTCOME 1



Regular : 10,128,300
Other : 44,617,413

54,745,713

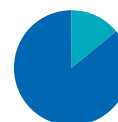
OUTCOME 2



Regular : 10,128,300
Other : 48,500,000

58,628,300

OUTCOME 3



Regular : 13,504,400
Other : 82,329,000

95,833,400



ANNEX A:

RESULTS AND RESOURCES FRAMEWORK FOR NEPAL (2018-2022)

NATIONAL PRIORITY

Reducing poverty through productive employment and inclusive high economic growth

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.

STRATEGIC PLAN OUTCOME

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
1.1. Proportion of population living below the national poverty line Baseline: 23.8 (2016) Target: 14.4	Nepal living standards survey, 5 to 7 years Central Bureau of Statistics (CBS)	Output 1.1. Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas.	Ministries (Industry, Finance, Poverty, Education, Federal Affairs, Environment, Urban Development, Energy, Forest/Soil Conservation, Agriculture) Central Bank of Nepal Subnational bodies Private sectors/financial institutions Community organizations	Regular: 10,128,300
		1.1.1. Number of full-time equivalent jobs created with UNDP-supported interventions (SDG 8.2) Baseline: 16,000 per year (2016) (70% women, 60% youth, 25% Dalit) Target: Additional 40,000 (70% women, 60% youth, 25% Dalit) Source: Ministry of Industry		Other: 44,617,413
1.2. Share of bottom 40% in total income Baseline: 11.9 (2016) Target: 15%	Annual household survey, CBS	1.1.2. Number of households with energy access with UNDP-supported interventions (SDG 7.1.1) Baseline: 423,644 (2016) Target: Additional 25,000 in targeted provinces Source: Alternative Energy Centre	UNCDF, International Labour Organization (ILO), International Organization of Migration (IOM)	
		Output 1.2. Municipalities adopt disaster and climate-resilient urban policies that promote access to safe and decent employment and income opportunities for vulnerable groups.		

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
		<p>1.2.1. Urbanization strategy implemented for disaster and climate-resilient service delivery and economic development (SDG 11.a)</p> <p>Baseline: None</p> <p>Target: Action plans adopted by 20 targeted municipalities</p> <p>Source: Ministry of Urban Development</p> <p>1.2.2. Number of targeted municipalities with risk -informed planning, budgeting and service delivery capacities strengthened (SDG 11.b)</p> <p>Baseline: None</p> <p>Target: 20</p> <p>Source: Ministry of Local Development</p> <p>Output 1.3. Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.</p> <p>1.3.1. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs (SDG 17.18)</p> <p>Baseline: Not adequately (2016)</p> <p>Target: Largely</p> <p>Source: CBS</p> <p>1.3.2. National integrated financing framework for 2030 Agenda is in place</p> <p>Baseline: None</p> <p>Target: Framework in place</p> <p>Source: National Planning Committee/UNDP</p> <p>1.3.3. Ease of 'doing business in Nepal' improved in three areas: starting a business; getting electricity; and getting credit</p> <p>Baseline: Ranked 107 (2016)</p> <p>Target: Improvement in ranking and Distance to Frontier</p> <p>Source: World Bank</p>		

NATIONAL PRIORITY

Promotion of good governance and human rights through effective and accountable public finance and clean, transparent and people-friendly public service.

OUTCOME 2

By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.

INDICATIVE RESOURCES BY OUTCOME (IN \$)

RELATED STRATEGIC PLAN OUTCOME

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
<p>2.1. Percentage of Universal Periodic Review recommendations implemented <i>Baseline:</i> 7.5% (2016) <i>Target:</i> 60%</p>	<p>Government task force on Universal Periodic Review monitoring Annual National Human Rights Council/ UNDP</p>	<p>Output 2.1. National level executive and legislative branches of the Government and commissions have the capacities and tools to implement the constitution, including peaceful transition to federal structure.</p> <p>2.1.1. National level comprehensive capacity development plan implemented to enable the federal and subnational governments to function in the federal set up <i>Baseline:</i> None <i>Target:</i> Plan in place and 60% of activities implemented <i>Source:</i> Implementation partners</p>	<p>Parliament Constitutional bodies Judicial and justice sector institutions Prime Minister's Office (PMO) National Planning Commission (NPC) Ministries (Law and Justice, Federal Affairs, General Administration) Subnational governments UNCDF, UNV, UN-Women, UNFPA, ILO, United Nations High Commissioner for Refugees (UNHCR)</p>	<p>Regular: 10,128,300 Other: 48,500,000</p>
<p>2.2. Number of vulnerable people accessing to formal justice system <i>Baseline:</i> 37,694 (37% female) (2016) <i>Target:</i> 200,000 (at least 33% female)</p>	<p>Annual reports Supreme Court</p>	<p>2.1.2. Number of laws drafted/reviewed in an inclusive and participatory manner to implement the constitution (SDG 16.3) <i>Baseline:</i> 20 (2016) <i>Target:</i> Additional 40 <i>Source:</i> Implementation partners</p> <p>Output 2.2. Systems, procedures and capacities of government institutions at subnational level in place for service delivery in an inclusive, transparent and accountable manner.</p>		

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
		<p>2.2.1. Number of subnational governments with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6)</p> <p>Baseline: None</p> <p>Target: Four targeted provinces and 25% of local governments</p> <p>Source: Ministry of Local Development</p> <p>2.2.2. Number of subnational government institutions that ensure public access to information and protect fundamental freedoms, in accordance with national legislation, international agreements and best practice in the region (SDG 16.10)</p> <p>Baseline: None</p> <p>Target: Four targeted provinces and 25% of local governments</p> <p>Source: Ministry of Local Development</p> <p>Output 2.3 Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels.</p> <p>2.3.1. Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles (SDG 16.7)</p> <p>Baseline: 1,056 (2016)</p> <p>Target: Additional 2,000 in four targeted provinces</p> <p>Source: General Administration/ government reports</p>		

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
		<p>2.3.2. Number of civil society organizations using open platforms and networks to have an effective voice in national and subnational governance and decision-making processes</p> <p>Baseline: None</p> <p>Target: 7</p> <p>Source: UNDP</p>		
		<p>2.3.2. Number of people benefitted from UNDP-supported (public/governance institutions) outreach on civic and electoral education</p> <p>Baseline: 22,000 (40% female)</p> <p>Target: Increased by 5% (40% female) annually</p> <p>Source: Election Commission and Parliament</p>		
		<p>Output 2.4. Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice.</p>		
		<p>2.4.1. Number of people having benefitted from integrated legal aid service, as per integrated legal aid policy (SDG 16.3)</p> <p>Baseline: 19,072 (2016)</p> <p>Target: 150,000 (33% female)</p> <p>Source: Nepal Bar Association</p>		
		<p>2.4.2. Number of conflict victims who are provided with transitional justice services to address their grievances</p> <p>Baseline: 1,328 (2016)</p> <p>Target: Increased by 10% annually</p> <p>Source: Transitional Justice Mechanism</p>		

NATIONAL PRIORITY

Reduce human, physical, economic, social, cultural and environmental loss caused by disaster and implement environment-friendly and climate change adaptive development programme.

OUTCOME 3

By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.

RELATED STRATEGIC PLAN OUTCOME

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
<p>3.1. Number of losses of human life compared to average annual loss between 2005 and 2015</p> <p><i>Baseline:</i> 1,110 (2016)</p> <p><i>Target:</i> Achieve national target</p>	<p>Disaster risk reduction portal Annual Ministry of Home Affairs</p>	<p>Output 3.1. Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk-informed</p> <p>3.1.1. Disaster damage/loss database, disaggregated by age and sex maintained, analysed, disseminated and applied in decision-making (SDG 13.3)</p> <p><i>Baseline:</i> No report produced (2016)</p> <p><i>Target:</i> Biannual report</p> <p><i>Source:</i> Ministry of Home Affairs</p>	<p>Ministries (Home Affairs, Federal Affairs, Population, Environment, Urban Development, Finance, Energy, Forest and Soil Conservation, Women and Child, Industry)</p> <p>National Reconstruction Agency (NRA)</p> <p>United Nations Staff</p> <p>College/training institutions</p> <p>Community</p> <p>Private stakeholders</p> <p>Development partners</p> <p>Academia</p> <p>UNCDF</p>	<p>Regular: 13,504,400</p> <p>Other: 82,329,000</p>
<p>3.2. Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing and critical infrastructure</p> <p><i>Baseline:</i> Five-year average (2010-2014)</p> <p><i>Target:</i> Achieve national target</p>	<p>Disaster risk reduction portal Annual Ministry of Home Affairs</p>	<p>3.1.2. Number of risk and vulnerability assessments conducted for priority sub-watersheds, sectors and municipalities</p> <p><i>Baseline:</i> 12 sub-watersheds; 3 district level landslides; 1 municipal multi-hazard (2016)</p> <p><i>Target:</i> Additional 7 sub-watersheds; 2 sectoral and 5 municipal risk assessments</p> <p><i>Source:</i> Ministry of Home Affairs</p> <p>Output 3.2. Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning.</p>		

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
		<p>3.2.1. Number of sectoral ministries integrate CCA/ DRR in their plans based on National Planning Commission mainstreaming guidelines (SDG 1.5.3)</p> <p>Baseline: None</p> <p>Target: 6</p> <p>Source: UNDP</p>		
		<p>3.2.2. Number of rural and urban municipalities in targeted provinces having local development plans that integrate CCA/DRR (SDG 11.a)</p> <p>Baseline: 33 municipalities with DRR integrated plans</p> <p>Target: 30 new municipalities</p> <p>Source: Ministry of Urban Development/Ministry Local Development</p>		
		<p>3.2.3. Number of persistent organic pollutants (POPs) covered under new regulatory mechanism</p> <p>Baseline: 12 (2016)</p> <p>Target: Additional 14 POPs</p> <p>Source: UNDP</p>		
		<p>Output 3.3. Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management.</p>		
		<p>3.3.1. Percentage of annual allocation and expenditure for climate risk management and recovery in selected sectors (SDG 13.a)</p> <p>Baseline: 19.45% budget; 74% expenditure (2015/16)</p> <p>Target: Additional 25% budget, 5% expenditure</p> <p>Source: Ministry of Finance</p>		
		<p>3.3.2. Public-private partnership strategy in place for increased investments for CCA/DRR</p> <p>Baseline: 0</p> <p>Target: Strategy developed</p> <p>Source: UNDP</p>		
		<p>Output 3.4. Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR.</p>		

UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (INCLUDING INDICATORS, BASELINES, TARGETS)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (IN \$)
		<p>3.4.1. Number of people benefitting from ecosystem services through enhanced management of natural resources, biodiversity and watersheds (SDG 15.2)</p> <p>Baseline: No data</p> <p>Target: 100,000 (50% women)</p> <p>Source: UNDP</p>		
		<p>3.4.2. Number of functional emergency operation centres</p> <p>Baseline: 20 out of 55 (2016)</p> <p>Target: 55</p> <p>Source: Ministry of Home Affairs</p>		
		<p>3.4.3. Flood risk reduced in number of potentially dangerous glacial lakes</p> <p>Baseline: 2 (2016)</p> <p>Target: Additional 4</p> <p>Source: Department of Hydrology/Metrology</p>		
		<p>Output 3.5. Improved capacities of communities and government for resilient recovery and reconstruction.</p>		
		<p>3.5.1. Percentage of new private houses meeting minimum compliance for earthquake resilience</p> <p>Baseline: 37% (2017)</p> <p>Target: At least 80% households receiving housing grant</p> <p>Source: NRA</p>		
		<p>3.5.2 Number of people benefitting from livelihood-related recovery measures</p> <p>Baseline: 175,000 (2016)</p> <p>Target: Additional 375,000</p> <p>Source: UNDP</p>		
		<p>3.5.3 Number of municipal and village councils that have strengthened recovery assessment, planning and coordination functions (SDG 11.b.1)</p> <p>Baseline: 0 (2016)</p> <p>Target: 19 municipality, 45 village councils</p> <p>Source: NRA</p>		



A view of the mountains of Mustang.
PHOTO: Laxmi Prasad Ngakhushi/UNDP Nepal





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