

# United Nations Development Programme Nepal Project Document

**Project Title** Project to Prepare the Public Administration for State Reforms (PREPARE)

**UNDAF Outcome(s):** Tiers of government are established and function to meet the provisions of the new federal constitution"

**Expected CP Outcome(s):** Tiers of government are established and function to meet the provisions of the new federal constitution"

**Expected CP Outputs:** Civil services has the capacity to meet the needs of inclusive federal constitution and government structure

**Project Output(s):**

- Output 1: Government-led public service reform strategy for shift to federal structures and capacity building of government institutions and future parliamentarians
- Output 2: Core government functions supported to ensure smooth transition of staff and services
- Output 3: Consultations between political and administrative actors on key public administration transition issues in the state restructuring process
- Output 4: A coordinated donor support strategy, backed by a multi-donor financing mechanism, for the federalisation implementation plan.
- Output 5: Ensure accountability, transparency and responsiveness of the civil servants and the legislative bodies
- Output 6: A full-fledged longer term (5 years) umbrella programme form to support the development of the capacities of the new institutions at federal, provincial and local level will be developed.

**Implementing Partner: Ministry of General Administration (MOGA)**

**Responsible Parties: UNDP**

The transformational change that Nepal has embarked upon is massive. So far, the focus has been on the political aspects of this transition, with less attention being given to the detailed implications of federalisation on the organisation of public administration. However, recent developments show a more direct engagement with the bureaucracy in the debate on the restructuring of the state. While the political negotiations are still continuing, the government of Nepal has created a series of committees to ensure that public administration institutions are ready for the transformational change from a unitary to a federal system. On the other hand, unrealistically high expectations among politicians and the civil society on the speed of transition to a new administrative order, with new federal and provincial institutions need to be carefully managed.

To address some of these issues the current project is aimed to strengthen the existing system of the government in terms of service delivery mechanism, personnel and human resource management etc. and also prepare the relevant government institutions for administrative reform in the context of State Reform Process. UNDP will be adopting two phased approach while implementing this project and these approaches are; (1) a two year project that will provide immediate, flexible and coordinated support during the immediate transition period and immediately after the adoption of the new constitution. This project will also prepare the ground for a smooth initiation of the second phase of reforms for which important resources will need to be made available. (2) Once there is more clarity on the way forward, a longer-term comprehensive umbrella programme to support the capacity development of new institutions at federal, provincial and local level will be developed.

UNDP's future support to government will be based on strengthen the existing government system and for the implementation programmes for the federalization of public administration to be prepared upon the promulgation of the constitution. Our possible support for future will be in the following areas: (1) support to the functional and structural review of the different ministries and bodies of the government (2) the management plan of the remodeling of the civil service at federal, provincial and local levels; (3) capacity development support on the way forward with the federalization of the public administration, including transitional measures and sequencing within a phased approach; (4) making public administration, specifically the civil service, more accountable, responsive and transparent through Anti- corruption initiatives and; (5) formulation of an integrated umbrella programme to support the development of the capacities of new institutions at federal, provincial and local level.

Programme Period:	2013-2014
Key Result Area (Strategic Plan) :	Democratic Governance
Atlas Award ID:	00072255
Start date:	March 2013
End Date:	December 2014
PAC Meeting Date:	October 2012

Total resources required	USD 4.9 million
Total allocated resources:	
a) Regular	USD 0.9 million
b) Other:	
a. Donor	_____
b. Donor	_____
c. Donor	_____
d. Government	_____
Unfunded budget:	USD 4 million
In-kind Contributions	_____

Ministry of General Administration  
Singhdarbar, Kathmandu, Nepal

Agreed by (Government):

*[Signature]*  
*[Signature]*

Date: 13 March 2013

Agreed by (UNDP):

*[Signature]*

Date: 14 March 2013

Shoko Noda  
Country Director



## 1. SITUATION ANALYSIS

Public administration is the principal state machinery to implement the public policies and to carry out the activities of the national development. Therefore, an efficient, effective, competent, transparent, and accountable civil service can only work to achieve the goal of national development.

In the Nepalese case, administrative reforms have mainly been initiated along with the changes appear in the political environment. After the changes made in political system, public expectation was high for seeking prompt response from the government to their needs. Following the changes in political regime, making government apparatus faster and efficient was necessary. Therefore, a number of reforms initiatives were taken place in time again. The main priority of the reform programs of early 1960s to 1980s was for setting organizational structures and making civil service acts, rules and regulations. The main focus of the reforms phenomena after 1990s is for bringing change in organizational structures, operating procedures, service delivery systems and decision making processes. If we review 1990 onward reforms, the main objective of the Administrative Reform Commission, 1991 was to make the public sector more efficient, effective, and least costly. Likewise, the main aim of the Governance Reform Program, 2001 was to make Nepalese bureaucracy result driven, people oriented and gender responsive. Similarly, the main thrust of the Vision Paper of Civil Service, 2007 was to make civil service accountable, professionalize and competitive for the prosperous transformation of the nation.

The Comprehensive Peace Agreement (CPA), signed on 21 November 2006, laid out a comprehensive agenda for change, including a commitment to carry out a progressive restructuring of the State to address problems related to centralization and oppression of disadvantaged groups, and to end the discrimination based on class, caste, language, gender culture, religion and region. Nepal's Interim Constitution, which came into force on 15 January 2007, went further and acknowledged the importance of federalism and state restructuring as a foundation for the new state. The political and administrative implications of moving from a unitary to a federal state have now been debated in the Constituent Assembly for several years with the expectation of a final draft of the Constitution by 27<sup>th</sup> of May 2012. Due to disagreements over critical aspects of state restructuring (e.g., boundaries, names, numbers etc.), Nepal's political parties could not forge the adequate consensus for promulgating a new constitution and the CA was dissolved in May 2012 without completing its mandate. The government has now declared that new CA elections will be held sometime in the near future, however, political parties will need to agree on key principles to move ahead with the election process.

The transformational change that Nepal has embarked upon is massive. The foundations of the society and economy will be profoundly altered as the country transitions from a constitutional monarchy to a democratic republic, from a unitary to a federal structure and from a Hindu state to a secular state. So far, the focus has been on the political aspects of this transition, with less attention being given to the detailed implications of federalisation on the organisation of public administration. However, the Government of Nepal has created several committees in order to ensure the public administration institutions ready for the transformational change from unitary to federal system. A high level Public Administration Restructuring Directive committee (PARDC) has been created and the PARDC is supported by an Administrative Restructuring Unit. Similarly, Restructuring Technical Committees (RTCs) have been established in each of the ministries and bodies of the government to conduct functional review of their current operations and make recommendation on how these functions would be delivered in the federal context.

The process of federalization offers many opportunities to address the limitations of Nepal's current system of governance. Given the limited interaction between the bureaucracy and political actors, there is an increasing risk that the public administration reform process will evolve in parallel with negotiations on a new political structure. Based on the lessons from other post-conflict countries, public administration and the structure of local government needs to be seen as an expression of the developing political structure. It is a mechanism for reconciling differing interests in core public domains as well as the management and distribution of public goods. Hence, imposing an administrative reform model on the new provincial states, without political actors being sufficiently involved in that process could threaten the effectiveness and sustainability of reforms.

On the other hand, unrealistically high expectations among politicians and the civil society on the speed of transition to a new administrative order, with new federal and provincial institutions and local governments, need to be carefully managed. Given current human, financial, and infrastructure capacity levels, deciding to transition all powers quickly and simultaneously could provoke a disruption in the quality and ubiquity of service delivery and further compromise integrity and respect for the rule of law in public service management. The continuation of the delivery of essential services to the population, in particular to vulnerable groups, needs to be secured, and taken into account in all projections and roadmaps.

Whether there will be a final comprehensive draft constitution or a constitution that will only agree on a set of principles, transitional measures will need to span over a period of time. The transition period is thus likely to be a time of continuing negotiations around the state restructuring process that will take place at the central/federal level and at the level of the new provincial states, where the newly-elected political elite will want to have a say in the configuration of the provincial state administration and local governments and the recruitment and management of the civil servants.

To conclude, an all-party commitment to turn Nepal from a unitary to a federal state was one of the fundamental components of the peace process and federalism has come to be seen as the primary solution to the voice for inclusion and the redefinition of the Nepali state to recognise the country's ethnic and cultural diversity. This will be an extremely challenging process, and UNDP and other development partners' approach to contributing to the expected outcome of the project :

- A delayed peace process in which the adoption of the constitution has not been on time for various reasons, and as a result, the timing and structure of federalism remains undecided.
- Existing government machinery that is hierarchically centralized and with limited experience on federalism.
- Key decisions needed to operationalize the new constitution will have to be negotiated .
- The need to ensure that service delivery across the tiers of government is least disrupted by the shift to federalism.
- Very high expectations amongst the disadvantaged groups about the speed and results of reforms.
- Proper attention not being paid to the developmental or administrative aspects of federalism

## 2. STRATEGY

### 2.1 UNDP's Support

UNDP has worked in close coordination with the Ministry of General Administration, Public Service Commission including Constitutional Assembly members, particularly the task force, and initiated some discussions on UNDP's future support and collaboration in public administration and state restructuring issues. In this regard, UNDP fielded a mission from Bureau of Development Policy (BDP), New York to have in-depth consultations to determine the areas of support and also to develop a project document.

**Ministry of General Administration (MoGA)** the project's support will focus on the following aspects; (1) support within the framework of *road map* on the way forward with the federalization of public administration, including transitional measures and sequencing within a phased approach. (2) the management plan for the *remodeling of the civil service* at federal, provincial and local levels (3) developing a perspective plan for making the public administration efficient, responsive, transparent, and accountable towards achieving higher-order development goals through a good governance system. (4) Support to the functional and structural review of the different ministries and bodies of the government (5) enhancing the capacity of the Ministry in terms of strengthening its database and record keeping system; (6) support to develop staff's transfer plan to minimize disruptions in service delivery. This includes developing a pragmatic policy/plan that encourage/motivate the civil servants to work and retain in the remote areas. Such policy/plan should be focused from the view point of providing incentives to those who are transferred and retained in the remote area as well as some provision or mechanism to punish to those civil servants who do not comply with the transfer policy; (7) support to develop scientific salary structure for government officials within Government institution/projects (8) Capacity development of human resources including various trainings to increase the integrity of the civil servants for enhanced morals and ethics will also be initiated during this phase (9) Knowledge sharing and understanding building about public administration reform issues through cross learning and exposure visits; (10) developing and conducting training, coaching, and career counseling, enhancing interview skills to aspiring public servants from remote areas, women, and excluded groups for the Public Service entrance examination; (11) awareness raising at different geographically target area in collaboration with Public Service Commission for potential candidates and (11) Policy support for inclusive governance.

Most of the trainings for the Civil Servants on various themes will be carried out by Nepal Administrative Staff College (NASC), Personnel Training Academy (PTA) and Local Development Training Academy (LDTA) as well as other related training institutes and experts.

The project will also carry out awareness building trainings to the executives and legislatives for better understanding and cooperation/coordination to tackle corruption issues effectively and holistically. Some sensitization campaign will be carried out to generate awareness to the people through various interventions.

Although Nepal has ratified United Nation Convention against Corruption (UNCAC) in February 2011, however, to ensure the effective monitoring mechanism fulfilling convention requirements still remains challenge for the government. Therefore, this project will provide institutional strengthening and required support for the implementation of anticorruption measure and its effective monitoring etc .

- **Public Service Commission (PSC)**, the project's support will be to carry out activities for strengthening institutional capacity building on setting out standard and merit-based recruitment, capacity building of PSC staffs, and strengthening of monitoring system.
- **Future Legislative Parliament**, the project's support will be in the areas related to issues of the state restructuring and to broaden its understanding, which will require a set of options and information on comparative experiences from various countries. The focus will also be on strengthening the capacity of the future Parliamentarians for effective review and monitoring of the administrative reform. Some interactive discussion will also be organized between legislative and the executive bodies to increase and enhance their mutual trust and understanding. While both institutions have received support in the past, a new approach is needed to mitigate the risk of these two processes progressing in parallel, hence to ensure closer interaction between the bureaucracy and political actors.



## 2.2A Phased Approach

The overall outcome of the project is aligned with the Country Programme Document outcome: "The constitutionally approved tiers of government established and function to meet the needs of the country and its population" while ensuring social inclusion is a priority at all levels. Federalization is likely to progress along two main work streams: 1) The constitution will set out a framework, many new laws, rules and institutions will need to be created at the federal, provincial and then local level; 2) Capacity will need to be strengthened to exercise new systems, in particular at the provincial level. Elections will also need to be held to ensure legitimate political leadership at all levels.

While ideally both processes would progress in parallel, given the still uncertain and volatile institutional environment, Nepal's comprehensive state restructuring process calls for a phased approach to ensure that these reforms will be implemented in an orderly manner with limited impact on service delivery, economic activities, justice and security:

- 1) **The transition phase:** while difficult to predict, it is estimated that this phase will require a longer time period for the adoption of the constitution. It is anticipated that there will be a Constituent Assembly (CA) election, followed by the elections at the federal and provincial level during this phase (based on new legislation) and potentially local level elections (possibly still based on the 1999 legislation). These would provide for the legitimization needed to take a series of decisions in the second phase.
- 2) **The implementation phase:** in this phase, the primary outputs would be the establishment of functioning institutions at the provincial level, i.e. parliaments, courts, executives, etc. Powers will be transferred from the federal to the provincial level in accordance with the agreed power sharing principles. This will require a considerable amount of capacity development. Importantly, it will need to be done while minimizing the impact on service delivery. That process is most likely to be asymmetric and would proceed at different speeds in different provinces/states and at different levels.

Consequently, UNDP will also adopt a phased approach which would involve: (1) a two year project that would provide immediate, flexible support during the immediate transition period, following the adoption of the constitution; this project will also prepare the ground for a smooth initiation of the second phase of reforms for which important resources will need to be made available; (2) once there is more clarity on the way forward, a longer-term comprehensive umbrella Programme to support the development of capacities of new institutions at federal, provincial and local level will be developed.

## 2.3 Outputs to be delivered in the First Phase

The political debates on the state restructuring have so far mainly focused on the political dimensions of the reforms (number of provinces, identity, system of government etc.) and far less on the complex implications of the transformation towards a federal state in terms of administrative restructuring, organization of the civil service (and its implications on recruitment, promotions, transfers, representation within the civil service etc.). Hence, for the state restructuring process to be successful in the long run, development partners need to provide options and create a forum where these issues can be analyzed and discussed in consultation with civil service and political decisionmakers. UNDP can play an important role in facilitating that dialogue and debate on the form of public administration and civil service needed, not only to bring development to the people, but also to ensure that the expression of the political structure through the public service is as inclusive and representative as possible.

The primary outputs of this phase are likely to be support to the options on pros and cons of various models of civil service management systems, providing support to the implementation of programmes identified in the road map to move to a fully federal structure of Government and administration; detailing and sequencing of implementing the reforms at federal, provincial and local levels and related resource planning; the writing of a series of framework laws, rules and regulations from gender and inclusion perspectives, based on the constitution, for both federal and provincial/state institutions to start

functioning; as well as the preparation of capacity development plans needed to accompany the transfer of resources from the centre to provinces. The roadmap of the reform actions for Public Administration would identify those steps that can be taken in the immediate period (after promulgation of the Constitution and until the first elections), medium term implementation (until all institutions are in place) and long-term implementation to fully secure the consolidation of the new institutional set up. Support can also be provided to assist with estimations of the overall cost of the various options: e.g. cost of relocating and establishing political and administrative offices; of severance packages for redundant civil servants; of training and job counseling programs related to affirmative action; of translating official documents to be used at the level of the local administrations; establishing new institutions and dismantling those that are no longer needed; elections within the new political system etc.

Further to this, UNDP will also support in analyzing the risk and accordingly to develop a plan to minimize disruptions to service delivery and to provide targeted support to ensure core government functionalities at national and local levels. It will support in developing staff transfer plan to minimize disruptions in service delivery and encouraging the staff to work and retain in the remote areas. The support will also be in carrying out institutional assessment and functional analysis of MOGA to develop long term plan for making the public administration efficient, responsive, transparent, and accountable. Based on the institutional assessment, UNDP will assist in preparing capacity development plans for the related government institutions.

The Asia Foundation, funded by DFID, is already engaged in this process, but the task is complex and will require coordinated support. Of particular importance is to get a better sense of the practical experiences from other countries that have managed a transition from a unitary to a federal system.

These experiences show that maintaining core functionalities throughout the transition period is needed to ensure delivery of services, the disbursement of funds, and the maintenance of order and security. Hence, transition planning cannot only focus on the change to happen over time, it also needs to look at the core functions that need to be put in place so that public services are least disrupted in the transition to a new structure. The peace and state building process provides an opportunity to discuss a new blueprint for a 21st century Public Administration. While some issues will need to be addressed in the short-term as part of the measures to restore core government functionalities, other reforms will need to be addressed as part of the evolving political structure.

Although there have been attempts to ensure broader discussions within society on the state restructuring process and implications of the new federal governance structures, the general public and majority of civil servants at the local level have only a limited knowledge and understanding of the issues that are currently being discussed in Kathmandu. Information campaigns will be needed to ensure that all stakeholders in the process and the population at large remain well informed on the way forward. For this, UNDP will support in arranging meetings and workshop at central and local level to build better understanding/sensitization and orientation, and will also support in identifying and agreeing on need and purpose for consultation on PAR and federalism, at central and local levels.

The current political context requires thus a careful approach on behalf of the donor community when supporting the different powers of state and political leaders. In an effort towards donor harmonization, the Donor Governance Group has established a Sub-Group on Transition, comprised of WB, DFID, UNDP, and SDC, with other donors joining in the coming months.

Attention should be paid to questions of power-relationships and related risks, i.e. policy implementation risk analysis and a better understanding of the political economy of the reforms. Institutional and contextual analysis will therefore need to be mainstreamed into all planning of activities and included in the pros and cons of options provided. It is clear that not all risks can be anticipated, but assessing variables such as the different actors' agendas, sequencing, the organizational capacity and institutional legitimacy of implementing agencies and, above all, their political feasibility, should be thoroughly appraised and consistently reviewed as the project progresses.

While supporting the transition process, UNDP should prepare to provide longer-term support to the new institutions. Once the new provincial/state institutions established, a comprehensive capacity

development task lies ahead. Thousands of newly elected representatives, many of them with limited experience of operating in a democratic society, will require support in terms of training, logistics, infrastructure, etc. Integrity institutions, human rights institutions, and public service commissions are likely to be established that will also require various forms of capacity development support, including linkages with international networks of similar institutions. Preparing for such long-term support will require a coordinated approach from the donor community. UNDP could, for example, promote the development of a government-led multi-donor trustfund with provincial windows to ensure that not all is managed and funded from central programmes. The 2 year project would support the negotiations for the type of coordinated support needed.

The public sector is a major employer in Nepal. To accomplish the goal of increased representation of women and excluded groups (i.e., Dalits, Adibasi Janajati, Madeshi, Mushlms and other minority groups) in the public sector, this project will promote and supplement training, coaching and career counselling to aspiring civil servant from remote areas, excluded groups, and women. In particular, project initiatives would focus on training for oral interviews and verbal communications in addition to the written parts of the civil service entrance examination. Detailed selection criteria for these training initiatives will be discussed further and developed during the course of this project.

Furthermore, this Project will support training of civil servants through the NASC, PTA and LDTA on emerging issues related to gender, exclusion, workplace harassment, and work ethics. . Appropriate training modules on these topics will be developed and integrated in the existing mandatory trainings for the civil servants. Provisions will also be made to provide learning modules on these topics for related stakeholders. The project will also support the Public Service Commission (PSC) to revise its curriculum for the entrance exams from GESI and diversity perspectives, and to disseminate the vacancy announcements through multiple media to increase access to this information.

The project will be "context specific". Outputs and activities will obviously reflect the flexibility of the context. Funding will be secured from core UNDP funds and additional donor resource mobilization.

The project output and activities will be reviewed every six months and revision on these will be done as per the changed context and the need of related partner institutions.

**RESULTS AND RESOURCES FRAMEWORK**

**Intended Outcome as stated in the Country Programme Results and Resource Framework:** The constitutionally approved tiers of government established and function to meet the needs of the nation and its population”

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** Indicator: percentage of men and women who believe new constitution has incorporated their voices and addresses their needs. Baseline: Constitution not yet finalized. Target: 70%

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Outcome 54: State institutions at central and local level operate in a responsive, transparent and accountable manner to achieve the MDGs and prevent /mitigate potential conflicts

**Partnership Strategy:**

**Project title and ID (ATLAS Award ID):** Project to Prepare Public Administration for State Reforms (PREPARE)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Government-led public service reform strategy for shift to inclusive, federal structures and capacity building of government institutions and future parliament</b></p> <p><u>Indicator:</u> Strategy available Effective implementation of the federalization roadmap and implementation plan</p> <p><u>Baseline:</u> no strategy <u>Baseline:</u> Draft roadmap and implementation plan</p> <p><u>Indicator:</u> No. of TA sub-projects requested by partners completed, (including % with a specific focus on inclusion and capacity building).</p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> <li>- Option papers on civil service management in a federal state</li> <li>- Option papers on Inclusive HR principle, policies and practice</li> <li>- 5 workshops to build better understanding of stakeholders to review and monitor progress on public administration reform</li> <li>- 4 technical inputs/sub projects</li> <li>- Support to production of Programme management document and/ or Road map for public administration reforms to accompany the state restructuring process</li> </ul> <p><u>Targets (year 2)</u></p>	<p><b>1 Activity Result: Consult with related ministries, departments and legislatures and other partners on options, scenarios etc. based on political process.</b></p> <ul style="list-style-type: none"> <li>▪ Action: Procure TA nationally or internationally as required</li> <li>▪ Action: Involve national and international research institutions</li> <li>▪ Action: prepare option papers adapted to national/ local context as required and consult broadly on drafts</li> <li>▪ Action: TA support to develop and conduct awareness campaign for civil servants and related stakeholders on Public service reform strategy at national and local level</li> </ul> <p><b>2 Activity result : Provide TA support to assess and draft HR related laws and regulations that are inclusive</b></p> <ul style="list-style-type: none"> <li>▪ Action: Procure TA services for the</li> </ul>	<p>MOGA</p>	<p>Short and long-term technical assistance Workshops Research</p> <p>Total budget : \$ 907,100</p>



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><u>Baseline: 0</u></p>	<ul style="list-style-type: none"> <li>- 5 technical inputs and 5 workshops</li> <li>-Capacity development plans developed to accompany the transition</li> <li>-HR related laws amended and drafted from gender and social inclusion perspective</li> </ul>	<ul style="list-style-type: none"> <li>▪ assessment of existing laws from inclusion and gender perspective Action: TA support to develop staff's transfer plan to minimize disruptions in service delivery and encouraging the staff to work and retain in the remote area.</li> <li>▪ Action: Procure TA to support the Government for drafting HR related laws including review of performance based evaluation that are gender friendly and inclusive</li> <li>▪ Action: Carry out institutional capacity assessment and functional analysis of MOGA to develop a long term plan for making the public administration efficient, responsive, transparent, and accountable.</li> <li>▪ Action: provide short term training international training to the staff who performs best in the remote area.</li> </ul> <p><b>3 Activity result: Conduct workshops with civil service and technical expert, for example, options for public service management body, structure of civil service etc., machinery of government</b></p> <ul style="list-style-type: none"> <li>▪ Action: Procure TA nationally or internationally as required.</li> <li>▪ Action: Prepare workshop materials based on option papers</li> <li>▪ Action: Deliver workshops involving as much as possible national training and research institutions (e.g., NASC etc.)</li> </ul> <p><b>4. Activity result : Deliver technical</b></p>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 2: Core government functions supported to ensure smooth transition of staff and services and Affirmative Action in public service employment promoted</b></p> <p><b>Indicator:</b> Transition plans in place for transition of service delivery to</p>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>- Risk analysis of selected service delivery functions (health, education, water and sanitation to be discussed with other service providers including development agencies and action plans available to minimise</li> </ul>	<p>inputs/sub-projects with MOGA, LP etc.</p> <ul style="list-style-type: none"> <li>Action: Agree prioritised list of technical inputs/sub projects with MOGA, PSC and LP, in line with their strategy including preparation and capacity development of front line staffs on Multilingual skill for better service delivery</li> <li>Action: Procure TA etc. nationally or internationally as required</li> <li>Action: prepare related capacity development plans for related institutions (e.g., MOGA, PSC etc.)</li> <li>Action: Coordinate with other donors</li> </ul> <p><b>5. Activity result: Conduct interactions and workshops with executives at Central, provincial/regional and local level</b></p> <ul style="list-style-type: none"> <li>Action: Interaction meetings, workshops with Civil servants at Central, provincial/regional and local level in order to know their concerns and to identify possible solutions</li> </ul>	MOGA	<p>Short and long-term technical assistance Workshops/training Research Travel Sub-contract Total budget :</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>federal level.</p> <p>% PS Entrance Exam takers receiving interview training from remote areas or excluded groups and passing the PS Entrance Exam.</p>	<p>disruption</p> <ul style="list-style-type: none"> <li>- Structure of Civil Service data base improved</li> <li>- Capacity assessment and TA need of GON staffs</li> <li>- new training module developed on work culture and inclusion, conducive work place environment, gender friendliness, inclusion and diversity management</li> </ul>	<p>ensure core government functionalities at national and local level</p> <ul style="list-style-type: none"> <li>▪ Action: TA Support to review public service law from the view point of devolving more authority to effectively carry out the responsibility given to the staff.</li> <li>▪ Action: TA support to MOGA to develop a scientific salary structure for temporary appointments within the Government institution/projects</li> </ul>		\$1628,361
<p><u>Baseline:</u> no plans</p> <p><u>Indicator:</u> Accurate, comprehensive data on state employees available.</p> <p><u>Baseline:</u> Some data available from MoGA</p>	<p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> <li>- Accurate civil service data available</li> <li>- Employment Law reviewed to fit to federal state</li> <li>-5 training and one exposure visits organized</li> </ul>	<p><b>2. Activity result : Segregated data collection and analysis on civil service and state employees improved</b></p> <ul style="list-style-type: none"> <li>▪ Action: analysis of status of current personnel information management system</li> <li>▪ Action: Strategy for improved PIMS</li> <li>▪ Action: data base programming and improved record keeping system of MOGA</li> <li>▪ Develop and operationalize human resource inclusion, management information system( for inclusivity monitoring)</li> <li>▪ Action: Data collection, verification and inputs into data base</li> <li>▪ Action: Establish web-based data sharing within MOGA and with other relevant institution like PSC, Government record office (Kitab Khana etc)</li> <li>▪ Action: organise exposures visits and short term training for building better</li> </ul>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>understanding.</p> <p><b>3. Activity result: Affirmative action promoted in the civil service</b></p> <p>Action: Support MOGA to strengthen the institutional and functional arrangement for inclusion and diversity management in civil service</p> <ul style="list-style-type: none"> <li>▪ Action: Support MOGA in developing and conducting training, coaching, and career counseling, enhancing interview skills to aspiring public servants from remote areas, women, and excluded groups for the PS entrance examination in collaboration with PSC.</li> <li>▪ Action: Support MoGA in developing new training module on issues related to work ethics, exclusion, work-place environment, work-place harassment, diversity, discrimination and affirmative action for all levels in the civil service.</li> <li>▪ Action: Support MOGA to integrate the new modules in its existing trainings at all levels and provide resource persons to deliver the new modules developed.</li> <li>▪ Action: Support MOGA to build awareness raising at different geographically target area in collaboration with PSC for potential candidates</li> <li>▪ Action: Review and suggest options to</li> </ul>		



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>revise the curriculum of the PSC from gender, social inclusion, and diversity perspective</p> <ul style="list-style-type: none"> <li>▪ Action: Support PSC to strengthen its monitoring system through TA support</li> </ul> <p><b>4. Activity result : Capacity building of Public Service Commission on setting out standard and merit base recruitment</b></p> <ul style="list-style-type: none"> <li>• Action: Procure TA support for capacity assessment of Public service commission</li> <li>▪ Action: Organize training and workshops for Public service commission staffs ( Central, regional and local level)</li> <li>▪ Action: Organize exposure visits to other countries for building better understanding on Civil Service Management in federalized context.</li> </ul> <p><b>5. Activity result : Capacity building of GOV staffs on transition planning and management</b></p> <ul style="list-style-type: none"> <li>▪ Action: Procure services for the capacity assessment and TA need of GON staffs</li> <li>▪ Action: Conduct training and workshops for GON staffs</li> <li>▪ Action: organize exposure visits to other countries for building better understanding on PAR under federalism.</li> </ul>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 3: Consultations between political and administrative actors on key public administration transition issues in the state restructuring process at Central, Federal/regional and local level.</b></p> <p><u>Indicator:</u> No. of meetings between executive and CA/political actors and or legislators to discuss restructuring</p> <p><u>Baseline:</u> Limited contact</p> <p><u>Indicator:</u> No. of future provincial capitals in which meetings held</p> <p><u>Baseline:</u></p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> <li>- Organise 1 exposure programme for better exposures</li> <li>- 5 meetings/workshops in Kathmandu</li> <li>- 3 meetings and workshops in the region and at local level</li> </ul> <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> <li>- 3 technical support and 1 exposure visit</li> <li>- 5 Meeting and workshops in future provincial capitals</li> </ul>	<p><b>1. Activity Result: Identification of key issues for promoting agreement</b></p> <ul style="list-style-type: none"> <li>▪ Action: Further research on current plans, options and expectations for PAR aspects of federalism, in constitution and elsewhere.</li> <li>▪ Action: Identification of relevant lessons and issues from other relevant countries and packaging in appropriate format for Nepali context</li> <li>▪ Action: Identification of keys issues and gaps as seen by different stakeholders</li> <li>▪ Action: Procure TA support to draft thematic papers on best practices</li> <li>▪ Action: Organize visits and carry out interactions for in-depth understanding on best practices</li> </ul> <p><b>2. Activity result : Arrange and conduct facilitation process</b></p> <ul style="list-style-type: none"> <li>▪ Action: Identify and agree with key stakeholders on need and purpose for consultation on PAR and federalism, at provincial and federal level</li> <li>▪ Action: Arrange meetings and workshops at provincial and federal level (ensuring lessons learned from UNDP's other programme/projects)</li> </ul> <p><b>3. Activity result: Conduct sensitisation and orientation programme at Federal and provincial level</b></p>	<p>MOGA</p>	<p>Research, Technical assistance, facilitated workshops, travel and sub-contract</p> <p>Total budget : \$ 597,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 4: A coordinated donor support strategy, backed by a multi-donor financing mechanism, for the federalisation implementation plan.</b></p> <p><u>Indicators:</u> Existence of coordinated donor support strategy, agreed with govt.</p> <p><u>Baseline:</u> No plan/mechanism</p> <p><u>Indicators:</u> % of available donor resources committed through the mechanism.</p> <p><u>Baseline:</u> 0</p>	<p><u>Targets (year 1)</u> - Draft donor strategy</p> <p><u>Targets (year 2)</u> - Agreed donor strategy and funding mechanism - 60% of relevant donor financing programmed through the mechanism</p>	<ul style="list-style-type: none"> <li>▪ Actions: Organise meetings, workshops, interactions for Civil Servants, Political party leaders, Civil society on PAR and Federalism at federal and provincial level</li> <li>▪ Actions: Develop education materials and distribute to the civil servants, political party leaders, activist and civil society organisations</li> </ul> <p><b>1 Activity result: Establish donor process for producing strategy and mechanism</b></p> <ul style="list-style-type: none"> <li>▪ Action: Identify possible options for a mechanism based on Nepali experience (NPTF etc.) and other countries, identify pros and cons, and agree best option Emphasising on basket funding like SWAP etc.</li> <li>▪ Action: Set up agreed mechanism</li> </ul> <p><b>2 Activity result: agreed donor strategy and funding mechanism in support of government and central, federal/regional and local institution</b></p> <ul style="list-style-type: none"> <li>▪ Action: With government and other donors, detail and cost implementation plan</li> <li>▪ Action: Agree donor division of labour, and financing/support plan</li> </ul>	<p>MOGA</p>	<p>Research, Technical assistance</p> <p>Total budget : \$ 47,500</p>
<p><b>Output 5: Ensure accountability, transparency and responsiveness of the civil servants and the legislative bodies</b></p>	<p><u>Targets (year 1)</u> - Personnel management system institutionalized 5 training and workshops to build the awareness in civil</p>	<p><b>1. Activity result: Strong mechanism established for the effective implementation of the acts and formal rules governing recruitment, promotion, transfer and dismissal</b></p>		<p>Technical assistance, facilitated workshops, Awareness raising,</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><u>Indicators:</u></p> <p>% of public service offices meeting minimum conditions on accountability            Baseline; 0</p>	<p>servants and Political parties</p> <ul style="list-style-type: none"> <li>- Provide 2 TA support for strengthening anti-corruption measures including UNCAC monitoring</li> </ul> <p>Target (year 2)</p> <ul style="list-style-type: none"> <li>- 5 training and workshops carried out with executive and political level</li> <li>- Provide 2 TA support for strengthening for anti corruption measures including UNCAC monitoring</li> </ul>	<p>of public officials</p> <ul style="list-style-type: none"> <li>▪ Action: TA support to review and amend rules/regulations as required</li> <li>▪ Action: Coordinated mechanism established within MOGA, PSC to deal with irregularities in recruitment, promotion and transfer of civil servants</li> <li>▪ Action: Dialogue and interaction programs with executives and legislative about corruption issues</li> <li>▪ Action: general awareness raising campaign for civil servants and political parties.</li> <li>▪ Action: Training to related government institutions on corruption related issues to ensure accountability</li> <li>▪ Action: Organize exposure visits to other countries for building better understanding on Corruption issues</li> <li>▪ Action: Awareness building to general public on right to information and government obligations</li> </ul> <p><b>2. Activity Result: TA support to UNCAC monitoring</b></p> <ul style="list-style-type: none"> <li>▪ Action: Support related government institutions on strengthening UNCAC monitoring</li> <li>▪ Action: Carry out awareness raising training to the civil servants and the future parliamentarians on UNCAC</li> </ul> <p><b>1. Activity result : Identification of programme Pillars based on the lessons learned of the first phase</b></p>		<p>Total budget : \$ 485,000</p>
<p><b>Output 6: Full-fledged long term umbrella programme document for the second phase</b></p>	<p>Targets(year1)</p> <ul style="list-style-type: none"> <li>- Lessons learned and pillars for second phase project identified</li> </ul>	<p><b>1. Activity result : Identification of programme Pillars based on the lessons learned of the first phase</b></p>	<p>MOGA</p>	<p>TA, workshops /facilitation, travel            Total budget: \$ 36,323</p>



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Indicators: A long term umbrella programme developed Baseline: 0	Target (year 2) Umbrella project document developed	<ul style="list-style-type: none"> <li>▪ Action: Arrange Consultation process with the government, Legislature, Political leaders, civil society organization and development partners</li> <li>▪ Action : Agree on the major pillars</li> </ul>		
<b>6. Project team</b>		<b>2. Activity result: Drafting Programme document</b>		\$885,214
Senior National coordinator		<ul style="list-style-type: none"> <li>▪ Actions: Preparing mission ToR and procure TA national and international</li> </ul>		
International Advisor (P5)		<ul style="list-style-type: none"> <li>▪ Action: Fielding the mission and organizing consultation meetings</li> </ul>		
Project-manager (national)		<ul style="list-style-type: none"> <li>▪ Action: Prepare document and present it to the Government and development partners</li> </ul>		
Programme Specialist -2				
Facilitation Officer				
Admin and finance assistant				
Programme Assistant				
Driver				
National experts (long term)				
International experts (short term)				
Logistics and miscellaneous				
<b>Total Budget</b>				<b>\$4,907,638</b>

## 5. MANAGEMENT ARRANGEMENTS

The project will follow NIM implementation modality with Ministry of General Administration of Nepal as a principle implementing agency and the Public Service Commission is the main collaborative agency.

The project will provide on-demand support to a variety of institutions involved in the state reform transition the Constituent Assembly and/or legislative bodies, the Ministry of General Administration, Ministry of Federal Affairs and Local Development (MoFALD), and the Public Service Commission.

The support will be provided in a flexible manner as some institutions may not exist at the time of launching the project. Other institutions are likely to see consecutive changes in leadership over the two-year time frame of the project. Institutions such as the NASC, PTA, LDTA and other training institutions may be called in as responsible parties for certain activities.

Funding for the project will be secured from UNDP core funding and cost-sharing contributions from other development partners. Development partners who are not able, for various reasons, to fund the project may still contribute to the coordination of the project, playing the role of facilitator between the national institutions seeking support and the donor community, in particular the donor working group on transition.

In addition to its regular resources, upon the request of the implementing agency, the UNDP country office will draw on the organization's broader capacities and expertise located in the UNDP Bureau for Development Policy (Democratic Governance Group and Capacity Development Group), the Bureau for Crisis Prevention and Recovery and the Asia Pacific Regional Service Centre (APRC), who will provide policy guidance and technical assistance in the implementation of the project

### Project Executive Board

The Project Executive Board is the group responsible for making, by consensus, management decisions for the project including recommendation for Implementing Partner, approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The project board will be represented by the implementing and collaborative agencies as permanent members, NPC, NASC and MoFALD will be invitee members.

The Project Executive Board will be composed as follows:

Project Executive Board: representing the implementing partner /agency which will be chaired by the Secretary of MOGA whose main responsibilities will be:

- Provide overall direction and guidance of the project
- Chair of the Project Executive Board meetings and reviews
- Review delivery of project results and objectives
- Recommend corrective action when required
- Ensure high-level coordination with development partners and the national institutions

**Senior Supplier:** providing financial support and technical expertise to the programme. This role will be represented by the UNDP DCD (programme) whose main responsibilities will be:

- Ensuring regular supply of resources to ensure the effective operations of the project

- Providing guidance and technical advice, as needed, also by using UNDP global and regional expertise
- Attending Project Executive Board meetings and reviews
- Reviewing exception reports and exception plans
- Recommending corrective action when required

As a senior supplier to the project, UNDP would establish necessary linkage and coordination with other projects in the delivery of results. That would include among others the “Collaborative Leadership” project-for dialogue facilitation at central and local level, the “Electoral Assistance Project for reviewing the electoral laws in the context of federalisation, the Local Governance and Community Development Programme (LGCDP) in terms of capacity development for service delivery mechanism and fiscal decentralization and; for the remainder of its duration, the implementation pillar of the “SPCBN” to build on the lessons of transition management, social inclusion and civic education and forthcoming rule of law programme for strengthening the institutional capacity of UNCAC.

**Senior Beneficiaries:** represented by one representative each from the, MOGA, PSC and from the future legislative bodies (or the relevant central legislative body established or elected within the duration of the project). The senior beneficiaries will be responsible for:

- Co-ownership of the project from a user (stakeholder) viewpoint
- Ensure the realization of the project results from the perspective of the beneficiaries
- Attend Project Executive Board meetings and reviews
- Review exception reports and exception plans
- Recommend corrective action when required

**Programme Assurance:** Senior Programme Specialist (responsible for State Restructuring portfolio), Governance Unit, UNDP Nepal, will be responsible for:

- Supporting the Project Executive Board by carrying out project oversight and monitoring. This role ensures appropriate project management milestones are managed and completed
- Providing advice and guidance to project manager and conducts periodical reviews of project
- Attending Project Executive Board meetings and providing objective advice to the project executive board
- Providing supplier assurance by carrying out spot checks of deliverables and outputs
- Reviewing products/deliverables via quality reviews

### **Project Implementation team**

The Project implementation will be led by a National Project Director (NPD) who will be a Joint Secretary level and appointed by the Implementing Agency (MOGA). The NPD will have overall implementing responsibilities. The implementation team will be tasked managing the project resources and delivering the planned outputs of the components, and reporting to the Project Executive Board. The Project Management team will be supported by a Technical Support group comprises of international and national advisors who will be tasked with providing overall technical support, strategic advice and coordination of components executed under this project.

The **National Programme Director** from MOGA will be responsible for guiding the overall management of project activities, ensuring that the project produces the specific results and they are consistent with the signed Project Document. The National Programme Director (NPD) will be accountable to the Project Executive Board. The Director ensures adherence to all financial management, procurement and recruitment rules and procedures under UNDP NIM modality.

For the day to day operation and management, a **Senior National Project Manager** will be recruited who is responsible for undertaking the activities and producing the outputs. He/She will also be responsible to coordinate with related partners and supervise the project staff. The project will be supported by a **Senior National Advisor** who will be responsible to coordinate the technical aspects of the project. This person will be a well-respected national who will support the NPD and PM in building rapport and relationship with the key counterpart ministries and the senior political leaders. A full time **International Advisor** on public administration reform (P5) will be recruited to provide technical support to the project team. Three subject matter specialists (National) will be added in the core professional team who will be responsible for carrying out the activities related to their components. These specialists will be for the following categories: Capacity Development (1), Public Administration (1) and Facilitation (1). These experts can also be based at the MOGA and Department of Civil Personnel Records(DOCPR) as per the need of those government institution. Under the Project Manager, a team of support staff comprised of administration and finance associate (1), project assistance (1), and driver (1) will be working on day to day operational matters. In addition to the core staff, short-term national and international advisors will be recruited as needed. The full time international advisor will help and support the NPD as and when needed National Project Director

#### **Background and professional status.**

As per the NIM manual, MOGA shall appoint a National Project Director (NPD) for the project who is responsible for overall management of the project and assumes responsibility for day-to-day management of project activities, including substantive, financial and administrative matters. The success or failure of a project depends largely on how effectively the National Project Director (NPD) performs her/his duties and responsibilities.

- The NPD shall be a senior Government officer (Joint Secretary) with policy decision-making authority. This designation of NPD position allows for the presence of decision-making authority at the project level. The importance of selecting the most suitable person as NPD in view of the objectives of the project cannot be overstressed. The responsibility of identifying a suitable candidate is vested in the Secretary, MOGA. As per the NIM manual, details about the candidate are forwarded to UNDP for review and comment, prior to final selection of the candidate for the NPD's position. UNDP funds cannot be used for payment of remuneration to a NPD who is a fulltime Government civil servant.

**Duties and responsibility.** NPD is normally required to undertake the following responsibilities and functions:

- Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.
- Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.
- Open and operate project bank account, and petty cash account.
- Ensure that prior obligations and prerequisites of the Government to the project are met.
- Prepare, regularly update, and ensure the implementation of project Work plans consistent with the provisions of the Project document.
- Exercise overall technical, financial and administrative oversight of the project.
- Ensure that the project outputs are produced as stipulated in the project document and the immediate objectives of the project are realized
- Ensure timely recruitment and supervision of project personnel.



- Ensure timely mobilization of project inputs including subcontracts, equipment, training
- Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.
- Ensure timely submission of required reports, including Inception Reports, Work plans, Progress Reports, Financial Reports, Annual Project Report (APR), and technical reports of consultants, study tour/training reports.
- Participate in monitoring, review and evaluation of the project and all other policy related meetings.
- Establish effective working relationships with UNDP, the relevant UN and other implementing agencies, and with other officials and entities with which the project must interact.
- Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.

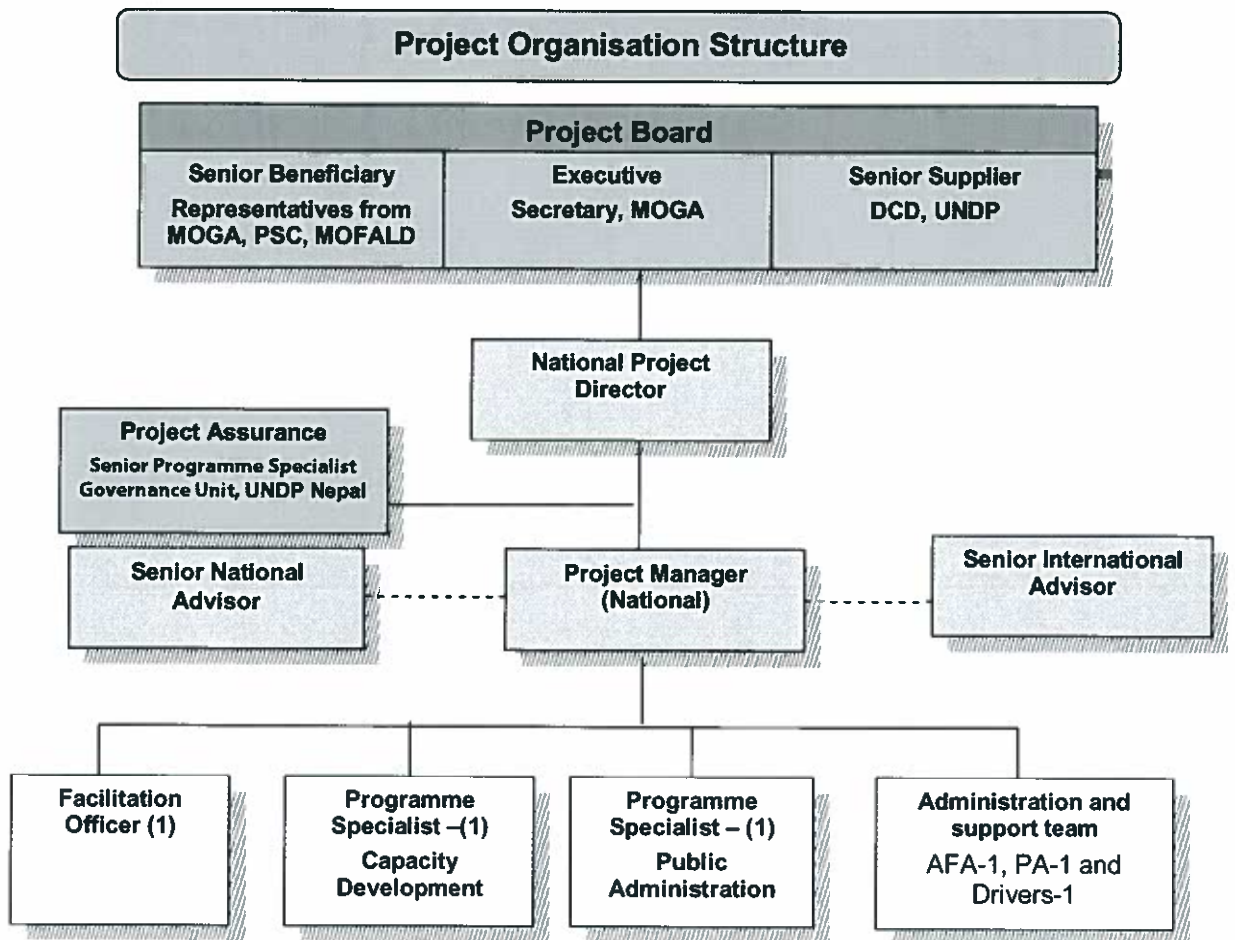
**UNDP Support Services:** As per LOAs with implementing partners, UNDP support will be required for project implementation in areas such as: a) recruitment of project staff; b) procurement of goods, equipment and services; c) recruitment of national and international consultants; d) sub-contracting for planning and implementation of training and workshops, information system etc ; e) mid-term and final evaluation of the project, etc.

**Cash Transfer Mechanism:** UNDP will transfer the funds allocated for this project into the project's account on a quarterly basis. First, based on the approved AWP, a quarterly work plan will be prepared and approved. UNDP will transfer the budget required for the first quarter in the beginning of project implementation. Upon receipt of the signed completion of each quarterly plan including a financial report as well as the next quarterly plan, the funds for the subsequent quarters will be transferred into the project's account. Further, the project will be implemented bringing all financial inputs into national budget system and will be fully reflected in the Red Book. Additionally there will be direct payment through UNDP upon the request for payment by NPD.

**Audit Arrangements:** The project will be audited as per UNDP's audit requirements.

**Review, Revision of the Project Components, Outputs and Fund Allocation:** With a view to optimizing the benefits of the project, if the MOGA, UNDP, and PSC jointly agree to review and revise any project components, outputs, activities along with the allocated funds, they will do the review and revision of the project components, outputs, and fund allocations and will keep all the implementation partners informed accordingly.

**Government Contribution:** The implementing agency (MOGA) will provide the space and utilities needed for the project office in Singha Darwar ( MOGA) and Harihar Bhawan(DOCPR). In addition, MOGA will, if needed, depute few staff for supporting the implementation of the project. The cost of the office space, utilities and staff will be the contribution in kind from the Implementing agency.



## **Monitoring and Evaluation**

A M&E framework will be developed. M&E will be assessed against the indicators outlined in the framework. Progress against each of the indicators will be reviewed on an annual basis due to the changing political context. An annual review will be carried out to measure the impact at the output level and the tracking table will be updated accordingly. Moreover, M&E will also regularly track targets set in the AWP plans. Joint monitoring missions comprising of Government, donors, UNDP will be carried out annually.

The Project will also monitor and report against the progress made towards gender and social inclusion indicators, and the capacity development plan of the project. The monitoring and evaluation framework will be regularly updated and refined within the first year of program implementation. The indicators that appear in the RRF are, therefore, indicative for now and are subject to revision when the Monitoring and Evaluation Framework is fully developed by the implementation team with support from UNDP Nepal Country Office.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### **Within the annual cycle**

- On a quarterly basis, progress will be recorded against the key results
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### **Annually**

- **Quarterly Reviews:** Quarterly progress report (QPR) will be prepared and shared with PEB. The QPR will comprise of both programmatic and financial progress. Quarterly reviews will be conducted as per Gregorian calendar by the PEB.
- **Annual Review Report.** An Annual Review Report will be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Annual Audit.** Annual Audit will be conducted As per the provision of CPAP which will be agreed between UNDP and MOF

## **Evaluation**

A **mid-term** valuation of the project will be organized by the UNDP with the donor partners and the government at the end of the 1st year. The performance of the Project will be assessed against the indicators presented in the RRF. Upon project completion in December 2014, a **Final Evaluation** will be conducted.



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## LEGAL CONTEXT

THIS PROJECT DOCUMENT SHALL BE THE INSTRUMENT REFERRED TO AS SUCH IN ARTICLE 1 OF THE **STANDARD BASIC ASSISTANCE AGREEMENT (SBAA)** BETWEEN THE GOVERNMENT OF NEPAL AND UNDP, SIGNED ON 2008 .

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 out;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEXES

Annex 1: Risk Analysis

Project Title: Project to Prepare the Public Administration for State Reforms		Award ID:		Date:	
(PREPARE)					

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Further Delay in Constitution drafting		Political	Lack of commitment to federalism would make the project less relevant  P = 2 I = 4	Political assessment is that a shift to federalism is complex and may be delayed, but is very likely in the long run. The project is designed to be flexible and demand-led, and investment is not planned without commitments.				
2	Government/civil service may not be fully engaged on federalism and Public administration reform (PAR) discussion		Political	This would make output 2 difficult to achieve  P = 2 I = 4	A senior Nepal figure as national advisor based on experience of similar work in other programmes/projects may be able to engage them				

3	1 or 2 of the larger development partners fail to engage in a coordinated fashion	Strategic	This would make outputs 1 and 3 difficult to achieve.  P = 3 I = 4	The need is clear and government is likely to press increasingly for such a mechanism. There should still be time to iron out procedural and administrative problems between donors. UN/UNDP will need to be seen to play a 'honest broker' role and not have an interest in the mechanism, UNDP should also ensure collaboration with the World Bank as a primary directive.		
4	Project fails to recruit a well-respected Senior National Advisor .	Organisational	The coordinator is a key figure in terms of dialogue with government.  P=2 I= 4	The project will be able to offer an attractive package and opportunity on what will be a critical issue. Recruitment will take place asap to ensure a solid pool of high-profile candidates.		
5	Frequent transfer of government civil servants	Political And Organizational	There is a trend of frequent transfers of civil servants which could hamper the effective implementation of the planned activities	Support on drafting various HR related laws and policies will provide clear guidance on transfer, Promotion etc.		

6	Lack of political will for administrative reform in an inclusive manner	Political	P= 3 I= 3	Due to the absence of an elected parliament the administrative reform seems little bit challenging, however it is expected that after the election the legislative body will support to amend/refine the HR related civil service act etc. in line of inclusion and gender friendly P= 4 I= 4	One of the outputs of the project is about reforming the legislation in line to make it much more inclusive and gender friendly. Therefore the project is trying to use two pronged approach, working with the executive and the legislative at the same time.						
7	Transitional political context	Political	P= 4 I= 4	CA was dissolved and state restructuring issue is still undecided. This has created unclarity on federalization of the administration. P= 4 I= 4	This project will work with the future legislative bodies and the political parties to reduce the gaps within and between themselves.						
8	Difference of opinion in terms of understanding between civil servants and the legislatives on federalising the public administration	Political	P= 3 I= 4	Due to uncertain political environment and other priorities of the political parties there has been no interactions/discussion on federalising public administration between political parties and beurocratic.level P= 3 I= 4	This project will work with the executives and political parties to build similar understanding on federalising the administration.						

**Annex 2: Terms of Reference (attached):**

- TOR Senior National Project Advisor
- TOR project manager (national)
- TOR international public administration advisor (international)
- TOR Programme Specialist – Capacity Development
- TOR Programme Specialist- Public Administration
- TOR Facilitation Officer
- TOR Admin and Finance Associate
- TOR Programme Assistant
- TOR for Driver

**Annex 3:** Annual work plan (2013 and 2014- attached)

**Annex 4:** M and E framework



**Post Title:** Senior National Advisor

**Duty Station:** Kathmandu with some travel to the field.

**Level:** NPPP IV

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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The **Comprehensive Peace Agreement (CPA), and the interim Constitution 2007** laid out an agenda for change, including a commitment to carry out a progressive restructuring of the State to address problems related to centralization and discrimination. .

The United Nations Development Programme (UNDP) in Nepal has a mission to provide substantial contribution to accelerating the achievement of the national Millennium Development Goals through capacity building and policy advice in the areas of poverty reduction, good governance, environmental sustainability, gender equality and human rights. Within the framework of this overall assistance, UNDP is planning to provide assistance to the Government of Nepal in developing the institutional framework and capacities, needed for public sector reform in the context of the re-structuring process of the country.

The Project to “**Prepare the Public Administration for State Reform**” is a catalytic initiative to support the transformational change that Nepal has embarked upon. The project will embark on reform agenda that focuses on ensuring quality services and opportunities to the excluded and disadvantaged group of people in the context of state restructuring.

The overall objective of the present project is to assist the Nepal government key institutions (Ministry of General Administration, Public Service Commission and other related ministries/departments) for strengthening their existing system and getting prepared to deal with federalizing the administration in the context of the state re-structuring. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering the civil society for better understanding on various issues around state restructuring and federalization process.

The project will also contribute in writing of a series of framework laws, rules and regulations based on the constitution, will help for the federalization process of the administration backed by strong strategic document with an action plan. The Project support to carry out various interactions between the civil service and political decision makers on options of administrative reform will foster dialogue and debate on public administration and civil service which will bring development to the people and ensure that the expression of the political structure through the public service is as inclusive and representative as possible.

UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

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Under the overall direction of the National Project Director, the Senior National Advisor will provide high-quality technical, research and policy advisory supports to national (beneficiary) institutions involved in preparing the public administration for the effective service delivery in the federal structure and in supporting managing the transition to the new structure.

The incumbent will act as the principal interface between the national stakeholders and the development partners involved in the funding of the project and acts as the principal coordinator of technical assistance in the area of Public Administration and State Restructuring.

S/he will provide technical leadership to the project team of (resident and visiting) researchers and experts and ensure cooperation and coordination between the policy work and key stakeholders and partners – national and international.

More specifically the Senior National Advisor will:

#### **Lead the project Policy research and advisory services**

- Ensure regular interaction with high level state institutions to assess their policy research needs in the area of public administration and state restructuring and define accordingly where the project can play an effective role in supporting or coordinating an appropriate response.
- Coordinate and execute the identification, consideration, and implementation of requests for specialist advisory services, vetting the requests for relevance and inclusion in the donor support strategy and arranging for implementation (in consultation with the project manager regarding financing)
- Prepare policy papers, options papers and analytical reports, reflecting on international experiences and strategies in relation to the federalization process.
- Ensure, as needed, the project's support to Government or Legislative drafting committees on new laws and regulations related to the state restructuring process
- Provide overall quality assurance, in particular also from a conflict sensitive perspective, for the facility's policy research, option papers and comparative studies to inform policy development and decision-making on the state restructuring process in Nepal
- Oversee the preparation of Terms of References for the recruitment of additional short-term high-quality expertise on the various aspects of regional integration and cooperation.

#### **Manage dialogue, partnerships and external relations**

- Build and maintain relationships between the project and Nepali political leaders, decisions makers in government and other stakeholders and promote and facilitate a

sustained policy dialogue on state restructuring and public administration with all relevant national and local counterparts,

- Develop informal networks and relationships of trust with decision-makers and policy makers in the different government agencies and ministries, the constituent assembly, the political parties and non-governmental sector, professional associations, the local research community etc.
- Develop and maintain partnerships with internationally renowned academic institutions and think tanks, particularly specialized in public administration reform and federalization.
- Ensure relationships with UNDP, and UN agencies as well as with the development partners; provide briefings as needed to the donor working group on governance, UNDP senior management and the special donor task force on transition.

### **Facilitate advocacy, sensitization and communication**

- Support and facilitate government and legislature's efforts to inform the public on the state restructuring agenda, working with the ministries, agencies and bodies mandated to do so.
- Sub-contract national associations and NGOs, on behalf of the national institutions, to conduct such advocacy and sensitization work as needed to ensure broader engagement or awareness of the public and civil servants in the state restructuring process
- Advise national institutions on the timely dissemination of policy research and policy options and their implications to the appropriate constituencies, media and other stakeholders through various means such as policy dialogues, workshops and seminars, media campaigns etc.

### **Ensure gender and social inclusion:**

Ensuring gender and social inclusion while planning, implementation, monitoring and evaluation wherever possible.

### **Competencies**

#### **Corporate values:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

#### **Knowledge of the institutions of government in Nepal**

- In-depth knowledge of the development, political and socio-economic situation in Nepal;
- First-hand experience working within the governance environment in Nepal, working or having worked either at a high-level function in government, political forums or academic institution.
- Ability to advocate and provide policy advice at the highest levels of state institutions;

## **Management and Leadership**

- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates strong oral and written communication skills;
- Builds strong relationships with clients and external actors, at the senior levels;
- Ability to perform under pressure and manage complex assignments;

## **Required Skills and Experience**

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### **Education:**

- Master's or higher degree in Public Administration, Management, . Preferably PhD

### **Experience:**

- Minimum 10 years of experience for Master degree holder and 5 years of experience for PhD holder in government and international organization, of which 50 % experience from international organization. The person should have be experienced on public sector reform in federal or multi-level government context. The person having the experience in post conflict context will have an added value.

### **Language Requirements:**

- Fluency in Nepali and written and spoken English is required. Knowledge of a second national language highly recommended

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**Post Title:** National Project Manager

**Duty Station:** Kathmandu with some travel to the field.

**Level:** NPPP IV

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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The **Comprehensive Peace Agreement (CPA)**, and the **interim Constitution 2007** laid out an agenda for change, including a commitment to carry out a progressive restructuring of the State to address problems related to centralization and discrimination. .

The United Nations Development Programme (UNDP) in Nepal has a mission to provide substantial contribution to accelerating the achievement of the national Millennium Development Goals through capacity building and policy advice in the areas of poverty reduction, good governance, environmental sustainability, gender equality and human rights. Within the framework of this overall assistance, UNDP is planning to provide assistance to the Government of Nepal in developing the institutional framework and capacities, needed for public sector reform in the context of the re-structuring process of the country.

The Project to **“Prepare the Public Administration for State Reform”** is a catalytic initiative to support the transformational change that Nepal has embarked upon. The project will embark on reform agenda that focuses on ensuring quality services and opportunities to the excluded and disadvantaged group of people in the context of state restructuring.

The overall objective of the present project is to assist the Nepal government key institutions (Ministry of General Administration, Public Service Commission and other related ministries/departments) for strengthening their existing system and getting prepared to deal with federalizing the administration in the context of the state re-structuring. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering the civil society for better understanding on various issues around state restructuring and federalization process.

The project will also contribute in writing of a series of framework laws, rules and regulations based on the constitution, will help for the federalization process of the administration backed by strong strategic document with an action plan. The Project support to carry out various interactions between the civil service and political decision makers on options of administrative reform will foster dialogue and debate on public administration and civil service which will bring development to the people and ensure that the expression of the political structure through the public service is as inclusive and representative as possible.



UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

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Under the overall supervision of the National Project Director, the project manager will be responsible for the day to day management of, financial, human resource, reporting and procurement aspects of the project. The NPM will ensure the delivery of inputs to produce the planned outputs of the project and also involve in managing and supervising the project staff.

More specifically the national project manager will:

- Manage the human and financial resources of the project on day to day basis
- Prepare annual and quarterly work plans of the project in close coordination with the National and International Advisors.
- Prepare annual and quarterly progress reports as well as other reports in close coordination with the national and international advisors for UNDP, donors, and other stakeholders, as per project requirements.
- Monitor progress, stakeholders feedback and performance reporting and provide regular monitoring and progress reports to the project board on the achievements of the project
- Prepare and consolidate the overall budget, monitor expenditures in accordance with UNDP financial rules and cost-recovery policies and implement adequate internal control.
- Regularly update the Risk Log, HR plan and Procurement Plan in Atlas
- Analyze the requests of partner organizations for experts services from a budgetary perspective
- With the support of the Operations Division of Country Office, oversee all the recruitment and procurement of the project as per approved Human resource and Procurement plans.
- Procurement management and supervision of the subcontractors to ensure the delivery of quality work
- Assisting the Senior National Advisor in building relationship with the political parties and government counterpart ministries.
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management

- Involve in facilitating workshops and seminars to be organized within the country.
- In coordination with the National and International Advisors plan and implement overseas visits programme for learning from other countries.
- Support NPD in carrying out project works as per NIM guidelines.

## **Competencies**

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### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on development and gender and social inclusion issues;
- Oral and written communication skills;

### **Development and Operational Effectiveness**

- Solid experience in leading strategic planning and results-based management;
- Solid experience in formulating, implementing, monitoring and evaluating work plans and programmes;

### **Personal**

- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

## **Required Skills and Experience**

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### **Education:**

- Master's degree or above in public administration, management, or other related subject. Preferably PhD.

**Experience:**

- Minimum 10 years of experience for Master degree holder and 5 years of experience for PhD holder of which 50 % experience should be from International organization.
- Experience of managing projects/programme
- Mid-carrier professional

**Language Requirements:**

- Fluency in written and spoken English and Nepali is required. Other national language will have an added value
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**Post Title:** International Public Administration Advisor

**Duty Station:** Kathmandu with some travel to the field.

**Level:** P5

**Duration:** Initially for one year

FTA will be issued annually, with possibilities of extension.

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The Project to “**Prepare the Public Administration for State Reform**” is a catalytic initiative to support the transformational change that Nepal has embarked upon. The project will embark on reform agenda that focuses on ensuring quality services and opportunities to the excluded and disadvantaged group of people in the context of state restructuring.

The overall objective of the present project is to assist the Nepal government key institutions (Ministry of General Administration, Public Service Commission and other related ministries/departments) for strengthening their existing system and getting prepared to deal with federalizing the administration in the context of the state re-structuring. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering the civil society for better understanding on various issues around state restructuring and federalization process.

The project will also contribute in writing of a series of framework laws, rules and regulations based on the constitution, will help for the federalization process of the administration backed by strong strategic document with an action plan. The Project support to carry out various interactions between the civil service and political decision makers on options of administrative reform will foster dialogue and debate on public administration and civil service which will bring development to the people and ensure that the expression of the political structure through the public service is as inclusive and representative as possible.

UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the overall direction of the National Project Director of the project and close supervision with the Head of UNDP Programme, the International Public Administration Advisor will in coordination with the Senior Project Advisor will lead the policy support and technical assistance to the partner organizations involved in the public administration reform and state restructuring. He/she will ensure the transition planning process based on the most relevant and useful international experience, in a coordinated process.

More specifically the international public administration advisor will:

- Collect international lessons and experience relevant to the Nepal experience and ensure they are available in a format that is most useful for Nepali counterparts.
- Prepare options papers, presentations etc. on the basis of international experience of relevant PAR transitions and the challenges of the Nepali context
- Conduct briefings etc. for Nepali counterparts as requested in consultation with the Senior National Project Coordinator both nationally and locally.
- Maintain close contacts and collaboration with other UNDP and UN projects and programmes directly or indirectly involved in Public Administration and state restructuring process
- Develop links with relevant international think tanks, policy organizations etc. that might be able to assist Nepal in its transition and state restructuring process
- Develop networks with relevant Nepali academic and policy organizations at national and local level such as think tanks, university departments, professional associations etc.
- Advise on the technical aspects of TA, experts etc. to be provided to government and other actors and assist in the recruitment, management and quality assurance of work delivered
- Work with other donors to develop a donor strategy for assistance to the transition in phase 1, ensure regular briefings to donor's transition group, other development partners' platforms and UNDP senior management on activities of the facility etc.
- Ensuring all relevant materials already produced by donors are collected and available to all, maintain a data base of all future projects and activities.
- Develop options for a financing mechanism for the implementation of federalism (phase 2), based on the Nepali and international experience, including pros and cons



etc. Work with other donors and government to agree the best option.

- Work with government and donors on costing the transition plan and on the requisite donor financing
- Work with other UN agencies and government to conduct risk analysis and planning to minimize disruptions to service delivery, especially to vulnerable groups.
- Advise other UN agencies and the UNDP senior management on PAR aspects of the transition.
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management
- Other duties assigned by the Supervisor

## **Competencies**

### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on development issues;
- Ability to advocate and provide policy advice at the highest levels of government;

### **Development and Operational Effectiveness**

- Understanding and experience of federalism and federal systems.

### **Personal**

- Demonstrates strong oral and written communication skills;
- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

## **Required Skills and Experience**

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### **Education:**

- Master's degree or higher in public administration, Management degree from reputed university

### **Experience:**

- Minimum 10 years of experience for Master degree holder and 5 years of experience for PhD holder of which 50 % experience from International organization. in the area of public administration reform, including in post-conflict countries. Experience with PAR during transitioning form a unitary to a federal state highly recommended.

### **Language Requirements:**

- Fluency in written and spoken English is required. Knowledge of Nepali is an asset.

**Post Title:** Public Administration Reform Specialist

**Duty Station:** Kathmandu with some travel to the field.

**Level:** NPPP III

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the overall direction of National project manager of the project, the national public administration specialist will ensure the smooth functioning of the project activities transition planning process informed by the most relevant and useful international experience, in a coordinated process.

More specifically the national public administration advisor will:

- Conduct research and prepare options papers, presentations on PAR transitions and the challenges of the Nepali context
- Provide technical advice to the counterpart on PAR and state restructuring and assure the quality of the work
- Prepare and conduct briefings etc. for related counterparts as requested in consultation with the project coordinator.
- Maintain close contacts and collaboration with other UNDP and UN projects/programme directly or indirectly involved in the state restructuring process
- Develop networks with relevant Nepali academic and policy organizations at national and local level such as think tanks, university departments, professional associations, civil society organizations etc.
- Assist International advisor to work with other donors especially with the other donors, to develop a donor strategy for assistance to the transition in phase 1, ensure regular briefings to donor's transition group on activities of the facility etc.
- Coordinate with other relevant development partners in terms of collection and sharing of relevant materials.
- Assist international advisor to develop options for a financing mechanism for the implementation of federalism (phase 2), based on the Nepali and international experience, including pros and cons etc. Work with other donors and government to agree the best option.
- Work with International Advisor and Senior National Advisor for costing the transition plan and on the requisite donor financing
- Work with other UN agencies and government in close coordination with Senior National Advisor and International Advisor to conduct risk analysis and planning to minimize disruptions to service delivery, especially to vulnerable groups.
- Advise other UN agencies and the UNDP senior management on PAR aspects of the transition.
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management

## **Competencies**

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### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on development issues;
- Ability to advocate and provide policy advice at the highest levels of government;

### **Development and Operational Effectiveness**

- Understanding and experience of federalism and federal systems.

### **Personal**

- Demonstrates strong oral and written communication skills;
- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

## **Required Skills and Experience**

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### **Education:**

- Master's degree in Public Administration, law, economics, political sciences or other relevant topic

### **Experience:**

- Minimum 7 years' experience in the area of public administration reform,. Experience with PAR during transitioning form a unitary to a federal state highly recommended;
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### **Language Requirements:**

- Fluency in written and spoken English and Nepali is required.



**Post Title:** Capacity Development Specialist

**Duty Station:** Kathmandu with some travel to the field.

**Level:** NPPP III

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

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Under the overall direction of National Project Manager of the project, the national Capacity Development specialist will ensure the smooth functioning of the project activities, transition planning process and the capacity building aspects of the project. The incumbent plays a major role in coordinating the capacity development training programmes to be organized in collaboration with NASC and LDTA.

More specifically the Capacity Development Specialist will:

- Provide Capacity Building Assistance (CBA) to the counterpart ministries and government departments in a lead or supportive role
- Perform capacity assessment of the beneficiary institutions and identify institutions needs and resources and develop a capacity building assistance plan
- With the assistance of International and National Advisors, identify and select appropriate countries to be visited by the government beneficiaries for gaining learning experiences in the area of public administration reform and state restructuring.
- Assist beneficiary ministries with implementation of CBA action plan and monitor status
- Provide proper documentation for all CBA activities planned and conducted
- Coordinate the delivery of CBA with the counterpart ministries and the partnering organizations
- Identify national resource persons to be involved in various interaction and training programmes
- Involved in designing and deliberations of training, workshop and seminar to be organized by the project
- Develop technical papers to be used in the training, workshop and seminars.
- Participate in necessary collaborative efforts with other CBA providers and national training institutions
- Assist in the preparation of quarterly progress reports and annual reports

- Other duties as assigned by the Programme manager and senior national advisor
- Apply principles of gender and social inclusion as the cross-cutting issue while designing and implementing the capacity development programme/activities

## **Competencies**

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### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on development issues;
- Ability to advocate and provide policy advice at the highest levels of government;

### **Development and Operational Effectiveness**

- Understanding and experience of federalism and federal systems.

### **Personal**

- Demonstrates strong oral and written communication skills;
- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

## **Required Skills and Experience**

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### **Education:**

- Master's degree in Social sciences , Organizational development , Public Administration, political sciences or other relevant topic

### **Experience:**

- Minimum 7 years' experience in the area of capacity building and public administration reform, . Experience with capacity building within the context of PAR during transitioning form a unitary to a federal state highly recommended;

### **Language Requirements:**

- Fluency in written and spoken English and Nepali is required.

**Post Title:** Senior Assistant Finance

**Duty Station:** Kathmandu with some travel to the field.

**Level:** SU 7

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the direct supervision of the National Project Manager, the incumbent is responsible for:

- Payments of all project expenses and maintaining records on financial accounts, personnel, procurement and inventory Timely and duly preparation of procurement plans for the project and monitoring of it Implementation and create requisitions in Atlas;
- Execute financial management in accordance to UNDP NIM manual;
- Assist Project manager for preparing work plan, expenditure reporting, donor reporting and other financial reporting
- Assisting in administrative work and provide logistic support for smooth implementation of programme
- Assisting arranging Project Executive Board, Procurement and Recruitments
- Providing logistic support to conduct the training, workshop and seminars
- Assisting in annual audit exercise Ensure availability, efficient deployment and regular maintenance of project equipment, including vehicle (s), computers, and other equipment for operational purposes.
- Handle petty cash and reimbursement of petty cash bills
- Perform any other duty assigned by programme management

### **Competencies**

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office;
- Oral and written communication skills;

Personal

- Excellent interpersonal skills;

- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

### **Required Skills and Experience**

#### **Education:**

- Bachelor's Degree in management or other related subject.

#### **Experience:**

- At least 5 years of hands-on experience in finance and administration in donor funded project or other related organizations
- Should possess a good financial accounting and reporting as well as exposure in administration of Programme.
- Must have excellent skills in computers (Windows, Word, Excel, and Power Point); should able to operate financial packages independently.

#### **Language Requirements:**

- Fluency in written and spoken Nepali and English is required.
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**Post Title:** Programme and Admin Assistant

**Duty Station:** Kathmandu with some travel to the field.

**Level:** SU 4

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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The United Nations Development Programme (UNDP) in Nepal has a mission to provide substantial contribution to accelerating the achievement of the national Millennium Development Goals through capacity building and policy advice in the areas of poverty reduction, good governance, environmental sustainability, gender equality and human rights. Within the framework of this overall assistance, UNDP is planning to provide assistance to the Government of Nepal in developing the institutional framework and capacities, needed for public sector reform in the context of the re-structuring process of the country.

The Project to “**Prepare the Public Administration for State Reform**” is a catalytic initiative to support the transformational change that Nepal has embarked upon. The project will embark on reform agenda that focuses on ensuring quality services and opportunities to the excluded and disadvantaged group of people in the context of state restructuring.

The overall objective of the present project is to assist the Nepal government key institutions (Ministry of General Administration, Public Service Commission and other related ministries/departments) for strengthening their existing system and getting prepared to deal with federalizing the administration in the context of the state re-structuring. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering the civil society for better understanding on various issues around state restructuring and federalization process.

The project will also contribute in writing of a series of framework laws, rules and regulations based on the constitution, will help for the federalization process of the administration backed by strong strategic document with an action plan. The Project support to carry out various interactions between the civil service and political decision makers on options of administrative reform will foster dialogue and debate on public administration and civil service which will bring development to the people and ensure that the expression of the political structure through the public service is as inclusive and representative as possible.

UNDP will work over the next 2 years in close collaboration with the relevant Nepali government

and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the direct supervision of the National Project Manager, the incumbent is responsible for:

- Providing all the administrative support to the project including filing, record keeping , mails, assist Senior National Project Advisor and International Public Administration Advisor for preparing briefings,
- Provide logistic support for different events organized by the project
- Administrative arrangements and distributions of all publications
- Assist NPD in preparing notes and
- Support AFA for vehicle and assets management
- Assist in organizing Project Board and other meetings
- Undertaking other related tasks as instructed by the supervisor

### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture in the office;
- Oral and written communication skills;

### **Personal**

- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

### **Required Skills and Experience**

#### **Education:**

- Intermediate degree in any discipline

**Experience:**

- Minimum 3 years' experience with UN or reputed other private organization
- Excellent skills in computers (Windows, Word, Excel, Power Point);

**Language Requirements:**

- Fluency in written and spoken Nepali and English is required.
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**Post Title:** Facilitation Officer

**Duty Station:** Kathmandu with some travel to the field.

**Level:** NPPP II

**Duration:** Initially for One year

Service contract will be issued annually, with possibilities of extension

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### **Current Political and Institutional Environment in Nepal**

The **Comprehensive Peace Agreement (CPA), and the interim Constitution 2007** laid out an agenda for change, including a commitment to carry out a progressive restructuring of the State to address problems related to centralization and discrimination. .

The United Nations Development Programme (UNDP) in Nepal has a mission to provide substantial contribution to accelerating the achievement of the national Millennium Development Goals through capacity building and policy advice in the areas of poverty reduction, good governance, environmental sustainability, gender equality and human rights. Within the framework of this overall assistance, UNDP is planning to provide assistance to the Government of Nepal in developing the institutional framework and capacities, needed for public sector reform in the context of the re-structuring process of the country.

The Project to **“Prepare the Public Administration for State Reform”** is a catalytic initiative to support the transformational change that Nepal has embarked upon. The project will embark on reform agenda that focuses on ensuring quality services and opportunities to the excluded and disadvantaged group of people in the context of state restructuring.

The overall objective of the present project is to assist the Nepal government key institutions (Ministry of General Administration, Public Service Commission and other related ministries/departments) for strengthening their existing system and getting prepared to deal with federalizing the administration in the context of the state re-structuring. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering the civil society for better understanding on various issues around state restructuring and federalization process.

The project will also contribute in writing of a series of framework laws, rules and regulations based on the constitution, will help for the federalization process of the administration backed by strong strategic document with an action plan. The Project support to carry out various interactions between the civil service and political decision makers on options of administrative reform will foster dialogue and debate on public administration and civil service which will bring development to the people and ensure that the expression of the political structure through the public service is as inclusive and representative as possible.

UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the direct supervision of the National Project Manager, the incumbent is responsible for:

- Coordination of workshops, seminars, and trainings in consultation with Senior National Project Advisor and National Project Manager
- Assisting in identifying appropriate resource persons,/experts and maintaining the rosters
- Ensuring and overseeing the material preparations for the training and workshops
- Coordinate with Training/other institutions to manage the workshops and consultation sessions to be held in the regions
- Advise the organizers on the process of the workshop
- Support in designing an appropriate process of the workshop leading to the desired results
- Facilitate a process steering the group of stakeholders before and during the workshop
- Facilitate the workshop if needed
- Produce the workshop documentation & carry out the final editing of the report
- Prepare training and workshop reports
- Undertake simultaneous Interpretation of presentation and discussion between English and Nepali at meeting, seminar and workshops
- Prepare the events news for UNDP bulletins and other reporting
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation

### **Competencies**

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Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on development issues;

- Oral and written communication skills;

#### **Personal**

- Excellent interpersonal skills;
- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

#### **Required Skills and Experience**

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##### **Education:**

- Master's degree in public administration, political science, social sciences or other related subject

##### **Experience:**

- Minimum 5 years' experience in related field

##### **Language Requirements:**

- Fluency in written and spoken Nepali and English is required.
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<b>Post Title:</b>	<b>Driver</b>
<b>Duty Station:</b>	Kathmandu with some travel to the field.
<b>Level:</b>	SU 2
<b>Duration:</b>	Initially for One year

Service contract will be issued annually, with possibilities of extension

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### **Current Political and Institutional Environment in Nepal**

The comprehensive Peace Agreement between the Maoist party and the Government laid out a comprehensive agenda for change, including a commitment to carry out a progressive restructuring of the State. A final draft of the Constitution was expected by 27th of May 2012. However, the constitutional Assembly was dissolved on the 27th of May without the promulgation of the new constitution due to the lack of compromise within political leaders on some of the contentious issues regarding state restructuring (e.g., boundaries, names, numbers etc.) therefore constitution is not promulgated as expected. . The government has now declared that new CA elections will be held sometime in the near future, however, political parties will need to agree on key principles to move ahead with the election process.

The overall objective of the present project is to assist the Nepal government key institutions (Prime minister office, Ministry of General Administration, Public service commission etc.) for strengthening their existing system and their preparedness to deal with Federalizing the administration in the context of the re-structuring and federalization process. The project also seeks to develop the capacities of the key institutions to deliver efficient services to the Nepali people, facilitate interactions/dialogue within executive and legislative bodies on administrative restructuring issues, and promote development through empowering civil society for better understanding on various issues around state restructuring and federalization process.

UNDP will work over the next 2 years in close collaboration with the relevant Nepali government and non-government institutions within the context of broader international support to strengthen state restructuring and federalization process in Nepal.

### **Duties and Responsibilities**

Under the direct supervision of the National Project Manager, the incumbent is responsible for:

1. Drives Office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items
2. Meets official personnel at the airport and facilitates immigration and customs formalities as required
3. Responsible for the day to day maintenance of the assigned vehicle, check oil, water, battery, brakes, tires etc
4. Perform minor repairs and arranges for other repair's and ensures that the vehicle is kept clean

5. Logs Official trips, daily mileage, gas consumption, oil changes, greasing, etc
6. Ensure that the steps required by rules and regulations are taken in case of involvement in accident
7. Perform other duties as required

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

**Knowledge Management and Learning**

- Good knowledge of the local language and knowledge of working language of the duty station

**Personal**

- Excellent interpersonal skills;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;

**Required Skills and Experience**

**Knowledge and skills:**

- SLC, driver's license, knowledge of driving rules and regulations and skills in minor vehicle repair

**Experience:**

- 3 year work experience as driver, safe driving record

**Language:**

Good knowledge of the local language and knowledge of working language of the duty station.

# Annual Work Plan 2013

**Award ID:**  
**Award Title:** Prepare the Public Administration for State Reform (PREPARE)  
**Duration:** January to December

<b>CPAP output:</b>	Civil Service has the capacity to meet the needs of the inclusive federal constitution and government structure
<b>Project output</b>	1. Government-led public service reform strategy for shift to federal structures and capacity building of government institutions and parliamentarians; 2) Core government functions supported to ensure smooth transition of staff and services; 3) Consultations between political and administrative actors on key public administration transition issues in the state restructuring process at federal and provincial level; 4) A coordinated donor support strategy, backed by a multi-donor financing mechanism, for the federalization implementation plan; 5) Ensure accountability, transparency and responsiveness of the civil servants and the legislative bodies; 6) A full-fledged longer term (5 years) umbrella programme form to support the development of the capacities of the new institutions at federal, provincial and local level will be developed

ANNUAL TARGETS	TIMEFRAME				RESPONSIBLE PARTY	Sources of Fund	Donor	A/C Code	Budget Description	No. of units	Unit cost	Amount
	Q1	Q2	Q3	Q4								
Option papers on civil service management in a federal state	Tiers of government are established and function to meet the provisions of the new federal constitution											
	Activity result 1.1: Consult with (MOGA), ministerial, Legislatures and other partners on options, scenarios etc. based on political process.				MOGA	04000	00012	71300	National Consultant	7	2,500	16,500
Action 1.1.1: Procure TA nationally or internationally as required					UNDP	Unfunded		71200	International consultant	2	10,000	20,000
						04000	00012	71600	Travel	1	6,230	6,230
						Unfunded		71601	Travel	1	3,770	3,770
						Unfunded		72500	Supplies	2	200	400
						Unfunded		74500	Miscellaneous	3	4,000	12,000
						04000	00012	71400	Personnel cost	2	2,500	3,000
						04000	00012	61300	Personnel cost	1	9,940	9,940
						04000	00012	62300	Personnel cost	1	4,135	4,135
						04000	00012	63300	Personnel cost	1	2,925	2,925
						Unfunded		71300	National Consultant (Facilitator)	2	5,000	10,000
						04000	00012	71301	National Consultant ( paper writer)	2	5,000	10,000
					Action 1.1.2: Prepare option papers adapted to national/ local context as required and consult broadly at central and local level on drafts					MOGA	Unfunded	
	Unfunded		71600	Travel						6	500	3,000
	Unfunded		72500	supplies						6	300	1,800
	04000	00012	71400	Personnel cost						2	2,500	5,000
	Unfunded		61300	Personnel cost						1	11,324	11,324
	Unfunded		62300	Personnel cost						1	4,351	4,351
	Unfunded		63300	Personnel cost						1	3,325	3,325
	04000	00012	71300	National Consultant						3	2,500	7,500
	Unfunded		74500	Miscellaneous						5	2,000	10,000
	Unfunded		71200	International consultant						2	10,000	20,000
	Unfunded		71600	Travel						2	10,000	20,000
Action 1.1.3: TA support to technical committee of the ministries, other institutions to detail out the functional analysis										Unfunded		
						04000	00012	61300	Personnel cost	1	11,634	11,634
						04000	00012	62300	Personnel cost	1	4,470	4,470
						04000	00012	63300	Personnel cost	1	3,416	3,416
Action 1.1.4: TA support to develop and conduct awareness campaign for civil servants and related stakeholders					04000	00012	71300	National Consultant ( development of materials)	2	5,000	10,000	
					Unfunded			71300	(Facilitator)	2	5,000	10,000





















# Annual Work Plan 2014

**Award ID:**  
**Award Title:** Prepare the Public Administration for State Reform (PREPARE)  
**Duration:** January to December

<b>CPAP output:</b>	Civil Service has the capacity to meet the needs of the inclusive federal constitution and government structure
<b>Project output</b>	1. Government-led public service reform strategy for shift to federal structures and capacity building of government institutions and parliamentarians; 2) : Core government functions supported to ensure smooth transition of staff and services; 3) Consultations between political and administrative actors on key public administration transition issues in the state restructuring process at federal and provincial level; 4) A coordinated donor support strategy, backed by a multi-donor financing mechanism, for the federalization implementation plan; 5) Ensure accountability, transparency and responsiveness of the civil servants and the legislative bodies ; 6) A full-fledged longer term (5 years) umbrella programme form to support the development of the capacities of the new institutions at federal, provincial and local level will be developed

Related CPAP outcome:	ANNUAL TARGETS	Planned Activities				RESPONSIBLE PARTY	TIMEFRAME				Sources of Fund	Donor	A/C Code	Budget Description	Number of units	Unit cost	Amount									
		Q1	Q2	Q3	Q4																					
8 technical inputs and 20 workshops	Tiers of government are established and function to meet the provisions of the new federal constitution	Planned Activities	Activity result 1.1: Consult with ministerial, legislatures and other partners on options, scenarios etc. based on political process.				MOGA					04000	00012	71300	National Consultant	8	5,000	40,000								
			Action 1.1.1: Procure TA nationally or internationally as required					UNDP												04000	00012	71200	International consultant	2	11,575	23,150
									UNDP																	
								UNDP													Unfunded	00012	71600	Travel	2	5,000
									UNDP																	
								UNDP													Unfunded	00012	71300	National Consultant	5	1,000
									UNDP																	
								UNDP													Unfunded	00012	71600	Travel	20	500
									UNDP																	
								UNDP													04000	00012	61300	Personnel cost	1	19,423
				UNDP						04000	00012	62300	Personnel cost	1	7,503	7,503										
					UNDP												04000	00012	63300	Personnel cost	1	5,734	5,734			
				UNDP						04000	00012	71400	Personnel cost	3	3,333	2,340										
					UNDP												<b>Total, Outputs Activity 1</b>									
HR related law amended and drafted from gender perspective	Activity result 1.2: Provide TA support to draft the HR related laws and regulations that are inclusive					MOGA					04000	00012	71300	National Consultant	2	5,000	10,000									
		Action 1.2.1: Procure TA to support the Government for drafting HR related laws including review of performance based evaluation that are gender friendly and inclusive					MOGA and UNDP												Unfunded	00012	71600	Travel	3	10,000	30,000	
		Action 1.2.2: Provide short term training international training to the staff who performs best in the remote area.						<b>Total, Outputs Activity 1-2</b>																		
<b>30,000</b>																										









Agreed donor strategy and funding mechanism	Actions 3.1.1 : Organize meetings, workshops, interactions for Civil Servants, Political party leaders, Civil society on PAR and Federalism at federal and provincial level	Unfunded	71300	National Consultant	3	3,333	10,000
		Unfunded	71600	Travel	10	1,000	10,000
		Unfunded	74500	Miscellaneous	10	6,000	60,000
		Unfunded	72500	Supplies	10	100	1,000
		04000	00012	Personnel cost	1	9,020	9,020
		04000	00012	Personnel cost	3	5,533	16,600
	Actions 3.1.2: Distribute PAR and Federalism related materials to the civil servants, political party leaders, activist and civil society organizations	Unfunded	74500	Miscellaneous (transportation of materials)	100	50	5,000
	<b>Total cost of Activity B.B</b>						<b>111,620</b>
	<b>Activity result 4.1 : Establish donor process for producing strategy and mechanism</b>						
Agreed donor strategy and funding mechanism	Action 4.1.1: Identify possible options for a mechanism based on Nepali experience (NPTF etc.) and other countries, identify pros and cons, and agree best option.	Unfunded	71200	International Consultant	1	15,000	15,000
		Unfunded	71600	Travel	1	10,000	10,000
	Action 4.1.2: Set up agreed mechanism	Unfunded	61300	Personnel cost	1	14,304	14,304
		Unfunded	62300	Personnel cost	1	5,496	5,496
		Unfunded	63300	Personnel cost	1	4,200	4,200
	<b>Total cost of Activity A.A</b>						<b>49,000</b>
	<b>Activity result 4.2 : Agreed donor strategy and funding mechanism in support of government and central, federal/regional and local institution</b>						
	Action 4.2.1: Develop detail and cost implementation plan with govt and other donors	Unfunded	71200	International Consultant	1	10,000	10,000
		Unfunded	71600	Travel	1	10,000	10,000
		Unfunded	71300	National Consultant	1	2,500	2,500
		Unfunded	61300	Personnel cost	1	10,728	10,728
	Action 4.2.2: Agree donor division of labor, and financing/support plan	Unfunded	62300	Personnel cost	1	4,122	4,122
		Unfunded	63300	Personnel cost	1	3,150	3,150
	<b>Total cost of Activity B.B</b>						<b>40,500</b>
60% of relevant donor financing programmed through the mechanism							

	Activity result 5.1: Strong mechanism established for the effective implementation of the acts and formal rules governing recruitment, promotion, transfer and dismissal of public officials																	
	Action 5.1.1: Coordinated mechanism established within MOGA, and PSC to deal with irregularities in recruitment, promotion and transfer of civil servants	04000	00012	71400	Personnel cost	3	3,447	10,340										
		04000	00012	71300	National Consultant	1	5,000	5,000										
		04000	00012	74500	Miscellaneous cost	7	1,986	13,905										
		Unfunded		74500	Miscellaneous cost	7	4,219	21,095										
		Unfunded		71600	Travel	7	500	3,500										
		Unfunded		72500	Supplies	7	100	700										
		Unfunded		61300	Personnel cost	1	16,443	16,443										
		Unfunded		62300	Personnel cost	1	6,358	6,358										
		Unfunded		63300	Personnel cost	1	4,859	4,859										
		Unfunded		72100	Contractual Service for TA support	5	15,000	75,000										
		Unfunded		61300	Personnel cost	1	6,079	10,602										
		Unfunded		62300	Personnel cost	1	4,114	4,114										
		Unfunded		63300	Personnel cost	1	3,144	3,144										
		Unfunded		71400	Personnel cost	2	6,000	4,340										
		Unfunded		71600	Travel	6	10,000	60,000										



	Activity result 5.2 : TA support to UNCAC monitoring																																																																																																															
Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	Unfunded	71300	National Consultant	2	5,000	10,000	71300	National Consultant	1	5,000	5,000	71600	Travel	5	500	2,500	74500	Miscellaneous	5	5,000	25,000	72500	Supplies	5	100	500	61300	Personnel cost	1	10,278	10,728	62300	Personnel cost	1	4,122	4,122	63300	Personnel cost	1	3,150	3,150	61,000																																				
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Action 6.1.3: Prepare document and present it to the Government and development partners	Unfunded	61300	Personnel cost	1	14,041	14,041
	Unfunded	62300	Personnel cost	1	5,519	5,519
	Unfunded	63300	Personnel cost	1	4,218	4,218
						<b>56,100</b>
Activity 7.1: Programme Support and Management	04000	00012	71400 Personnel cost	12	5,667	59,677
	04000	00012	61300 Personnel cost	1	4,915	4,915
	04000	00012	62300 Personnel cost	1	1,932	1,932
	04000	00012	63300 Personnel cost	1	1,476	1,476
	Unfunded		72100 Contractual Services- Company	12	128	1,540
	04000	00012	72500 Supplies	12	450	5,400
	04000	00012	72100 Communication	12	833	10,000
	04000	00012	74500 Programme support cost (PISU)	12	1,500	18,000
	Unfunded		74500 Monitoring and Evaluation, security and communication	1	39,540	32,690
	04000	00012	74501 Monitoring and Evaluation, security and communication	1	6,850	6,850
	Unfunded		72100 Programme Evaluation	1	15,000	15,000
	04000	00012	73400 Vehicle Rental, operation & maintenance of other equipment	12	300	3,600
	04000	00012	74500 Miscellaneous	12	2,000	24,000
					<b>185,090</b>	
<b>Total cost of Activity 1B</b>						<b>2,652,695</b>
<b>Grand total</b>						

Note: GESI will be incorporated as an important component of manual, programme implementation including training. Disaggregated data will be collected for each event.



**ANNEX 4: Project M&E Framework**

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
<b>National Priority or Goal: Peace Building</b>					
<b>UNDAF Priority No. 1: Consolidating Peace: National institutions, processes and initiatives strengthened to consolidate peace</b>					
CPAP Outcome 6. The constitutionally approved tiers of government established and function to meet the needs of the nation and its population"	Percentage of women, Janajati, muslim and other minorities who perceive that the new constitution is inclusive and feel they are respected at all level of government structure/mechanisms	TBD	70%	Perception Survey	By 2017
CPAP Output 6.2. Civil services has the capacity to meet the needs of inclusive federal constitution and government structure	% of civil servant post located at provincial and local level  Government let Public Service Reform Strategy drafted	0%  No strategy	Tbd by Government's public administration reform plan  Strategy available	Ministry of General Administration Annual report  UNDP project reports	
<b>Project Outputs</b>					
Output 1: Government-led public service reform strategy for shift to inclusive, federal structures and capacity building of government institutions and future parliament	Strategy available  Effective implementation of the federalization roadmap and implementation plan  No. of TA sub-projects requested by partners completed, (including % with a specific focus on inclusion and capacity building).	no strategy  Draft roadmap and implementation plan  0			
Output 2: Core government functions supported to ensure smooth transition of staff and services and Affirmative Action in public service employment promoted	Transition plans in place for transition of service delivery to federal level.  % PS Entrance Exam takers receiving interview training from remote areas or excluded groups and passing the PS Entrance Exam.	no plans  few limited to urban areas			

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
	Accurate, comprehensive data on state employees available.	Some data available from MoGA			
Output 3: Consultations between political and administrative actors on key public administration transition issues in the state restructuring process at Central, Federal/regional and local level.	No. of meetings between executive and CA/political actors and or legislatives to discuss restructuring	Limited contact			
	No. of future provincial capitals in which meetings held	No provincial capital at this point			
Output 4: A coordinated donor support strategy, backed by a multi-donor financing mechanism, for the federalisation implementation plan.	Existence of coordinated donor support strategy, agreed with govt % of available donor resources committed through the mechanism	No plan/mechanism 0			
Output 5: Ensure accountability, transparency and responsiveness of the civil servants and the legislative bodies	% of public service offices meeting minimum conditions on accountability	0			
Output 6: Full-fledged long term umbrella programme document for the second phase	A long term umbrella programme developed	0			
<b>Project Activities</b>					
<b>Activity Result 1.1: Consult with related ministries, departments and legislatures and other partners on options, scenarios etc. based on political process</b>					
Action: Procure TA nationally or internationally as required	# of national/international consultant hired	0	5 per year	Project progress report	Annually
Action: Involve national and international research institutions	# research initiatives taken forward to explore option/scenario	0	One research initiative per year	Project progress report	Annually
Action: prepare option papers adapted to national/ local context as required and consult broadly on drafts	# of option papers prepared for discussion	0	2 Option paper over two years	Project progress report	Annually

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: TA support to develop and conduct awareness campaign for civil servants and other stakeholders	# of TA support for developing awareness campaign; # of awareness campaign carried out	0	2 TA support for development of awareness campaign materials in first year; 20 Awareness campaign in second year	Project progress report	Annually
Activity result : 1.2 Provide TA support to assess and draft HR related laws and regulations that are inclusive					
Action: Procure TA services for the assessment of existing laws from inclusion and gender perspective	# of national consultant hired for assessing laws / Assessment report	0	1 Consultant ; one assessment report	Project progress report	2013
Action: TA support to develop staff's transfer plan to minimize disruptions in service delivery and encouraging the staff to work and retain in the remote area.	# of national/international staff hired to develop human resource plan ; Human resource plan	0	1 National and 1 International consultant; Human Resource plan	Project progress report	2013
Action: Procure TA to support the Government for drafting HR related laws including review of performance based evaluation that are gender friendly and inclusive	# of laws reviewed and drafted from gender and inclusion perspectives relating with performance based evaluation	laws available	Thorough revision of all the laws from gender and inclusion perspectives	Project progress report	2014
Action: Carry out institutional capacity assessment and functional analysis of MOGA to develop a long term plan for making the public administration efficient, responsive, transparent, and accountable.	# of experts assigned : a Capacity assessment and functional analysis report	0	2 Experts hired in 2013 ; one capacity assessment and functional analysis report in 2014	Project progress report	Annually
Action: provide short term training international training to the staff who performs best in the remote area.	# of staff trained nationally and internationally	0	5 Staffs	Project record	2014
Activity result 1.3: Conduct workshops with civil service and technical expert, for example, options for public service management body, structure of civil service etc., machinery of government					

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Procure TA nationally or internationally as required.	# of national and international consultant hired	0	2 Consultant	Project progress report	2013
Action: Prepare workshop materials based on option papers	# materials developed	0	1 complete package	Project progress report	2013
Action: Deliver workshops involving as much as possible national training and research institutions (e.g., NASC etc.)	# of workshops held involving research and training institutes	0	5 workshops ( 2 in 2013 and 3 in 2014)	Project progress report	Annually
<b>Activity result 1.4 : Deliver technical inputs/sub-projects with MOGA, LP etc.</b>					
Action: Agree prioritised list of technical inputs/sub projects with MOGA, PSC and LP, in line with their strategy including preparation and capacity development of front line staffs on Multilingual skill for better service delivery	# of technical inputs/sub project awarded and # of capacity building support provided to front line workers	0	2 Technical support in 2013 ; 2 Capacity building events in 2014	Project progress report	Annually
Action: Procure TA etc. nationally or internationally as required	# of consultant hired nationally/internationally	0	1 National and 1 International consultant	Project progress report	2013
Action: prepare related capacity development plans for related institutions (e.g., MOGA, PSC etc.)	Capacity development plan developed	0	1	Project progress report	2013
Action: Coordinate with other donors	Information sharing with related donor agencies	0	Regular basis	Project record	Annually
<b>Activity result 1.5 : Conduct interactions and workshops with executives at Central, provincial/regional and local level</b>					
Action: Interaction meetings, workshops with Civil servants at Central, provincial/regional and local level in order to know their concerns and to identify possible solutions	# interactions and workshops carried out	Provincial structure yet to be defined / none interaction held at central and local level	7 mininteractions and workshops ( 3 in 2013 and 4 in 2014)	Project progress report	Annually
<b>Activity result 2.1: Risk analysis and plan to minimise disruptions to service delivery, especially to vulnerable groups.</b>					

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Coordinate with other service providers including development partners and development agencies to conduct planning for transition of service delivery and analysis of risks	Risk analysis carried out in consultation with other service providers including development partners	0	1 and update in quarterly basis	Project progress report	Annually
Action: Provide targeted support to ensure core government functionalities at national and local level	# support provided	0	2 Support per year	Project progress report	Annually
Action: TA Support to review public service law from the view point of devolving more authority to effectively carry out the responsibility given to the staff.	# consultant hired to review public service law; review report	0	1 Consultant ; one review report	Project progress report	2013
Action: TA support to MOGA to develop a scientific salary structure for temporary appointments within the Government institution/projects	# consultant hired to support MOGA to develop scientific salary structure; A scientific salary structure developed	Existing government salary structure	1 Consultant; 1 scientific salary structure	Project progress report	2013
<b>Activity result 2.2: Segregated data collection and analysis on civil service and state employees improved</b>					
Action: analysis of status of current personnel information management system	# of experts/ institution engaged in analysing current personnel information management system; PIMS analysis report	0	1 expert/institution; One PIMS analysis report	GON annual report and Project progress report	2013
Action: Strategy for improved PIMS	Improved PIMS Strategy available	0	PIMS strategy	GON annual report and Project progress report	2013
Action: data base programming and improved record keeping system of MOGA	Improved data base and record keeping system established	some exist needs improvement	One expert/institution; one database system for MOGA	GON annual report and Project progress report	2013
Develop and operationalize human resource inclusion, management information system( for inclusivity monitoring)	Inclusive human resource management system developed and operationalised	0	One	GON annual report and Project progress report	2014
Action: Data collection, verification and inputs into data base	# data collection and verification process operationalised	0	Regular basis	GON annual report and Project progress report	Annually

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Establish web-based data sharing within MOGA and with other relevant institution like PSC, Government record office (Kitab Khana etc	Web based data established within MOGA, PSC and government record keeping system	0	A well designed web based data base system	MOGA, PSC and government record office datbase system	2013
Action: organise exposures visits and short term training for building better understanding	# Persons trained and participated in the exposure visits	0	5 persons	GON annual report and Project progress report	2014
Activity result 2.3 : Affirmative action promoted in the civil service					
Action: Support MOGA to strengthen the institutional and functional arrangement for inclusion and diversity management in civil service	Institutional and functional arrangement strengthening plan of MOGA developed	0	One	GON annual report and Project progress report	2013 and 2014
Action: Support MOGA in developing and conducting training, coaching, and career counseling, enhancing interview skills to aspiring public servants from remote areas, women, and excluded groups for the PS entrance examination in collaboration with PSC.	# of training, coaching and career counseling conducted	0	10 in 2013 and 45 in 2014	GON annual report and Project progress report	Annually
Action: Support MoGA in developing new training module on issues related to work ethics, exclusion, work-place environment, work-place harassment, diversity, discrimination and affirmative action for all levels in the civil service.	Training Module developed to promote affirmative action	0	One	GON annual report and Project progress report	2013
Action: Support MOGA to integrate the new modules in its existing trainings at all levels and provide resource persons to deliver the new modules developed.	# of resource person hired and integrated new module in existing training	0	All Existing training module	GON annual report and Project progress report	2013



Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Support MOGA to build awareness raising at different geographically target area in collaboration with PSC for potential candidates	# of awareness raising events organised	0	5	GON annual report and Project progress report	2013 and 2014
Action: Review and suggest options to revise the curriculum of the PSC from gender, social inclusion, and diversity perspective	Various options provided to revise the curriculum of the PSC	0	3 Options	GON annual report and Project progress report	2013
Action: Support PSC to strengthen its monitoring system through TA support	PSC out reach increased and quality service provided	0			
<b>Activity result 2.4 : Capacity building of Public Service Commission on setting out standard and merit base recruitment</b>					
Action: Procure TA support for capacity assessment of Public service commission	# TA support for the assessment support provided to PSC; Capacity assessment report	0	2 TA support 2013; one capacity assessment report in 2014	GON annual report and Project progress report	Annual
Action: Organize training and workshops for Public service commission staffs ( Central, regional and local level)	# of training/workshops organised at central, regional, and local level	0	6 Training in 2013 and 15 Training in 2014	GON annual report and Project progress report	Annual
Action: Organize exposure visits to other countries for building better understanding on Civil Service	# of people participated in exposure visit; Better exposure to psc	0	6 persons	GON record and project progress report	2014
<b>Activity result 2.5 : Capacity building of GOV staffs on transition planning and management</b>					
Action: Procure services for the capacity assessment and TA need of GON staffs	# of support provided to GON staff in assessing capacity building ; capacity assessment report	TBC	2 consultant; one capacity assessment report	GON annual report and Project progress report	2013
Action: Conduct training and workshops for GON staffs	#of training and workshops carried out as per identified needs	TBC	15 training and workshops	GON annual report and Project progress report	2014
Action: organize exposure visits to other countries for building better understanding on PAR under	# of persons participated in exposure visit	TBC	15 Persons	GON records and Project progress report	2013
<b>Activity Result 3.1: Identification of key issues for promoting agreement</b>					

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Further research on current plans, options and expectations for PAR aspects of federalism, in constitution and elsewhere.	# of research initiatives analyzed for promoting agreement	0	3 researches	GON annual report and Project progress report	2013
Action: Identification of relevant lessons and issues from other relevant countries and packaging in appropriate format for Nepali context	# of lessons derived for better understanding	0	3 lessons from different countries ( 1 in 2013 and 2 in 2014)	GON annual report and Project progress report	Annual
Action: Identification of keys issues and gaps as seen by different stakeholders	# of key issues and gaps identified	0	Major three issues	GON annual report and Project progress report	2013
Action: Procure TA support to draft thematic papers on best practices	# of consultancy provided to draft thematic papers on best practices; # of thematic papers developed	0	2 National and 1 International consultant; 3 Thematic papers	GON annual report and Project progress report	2014
Action; Organize visits and carry out interactions for in-depth understanding on best practices	# of visits and interaction organised for indepth understanding	TBC	20 Persons	GON records and Project progress report	2014
<b>Activity result 3.2 : Arrange and conduct facilitation process</b>					
Action: Identify and agree with key stakeholders on need and purpose for consultation on PAR and federalism, at provincial and federal level	# discussion organised at central and local levels to identify needs for consultation on PAR	0	5 consultations	GON annual report and Project progress report	2013
Action: Arrange meetings and workshops at provincial and federal level (ensuring lessons learned from UNDP's other programme/projects)	# meeting arranged for sharing lesson learned and best practices from UNDP global experiences ?	0	15 meetings and workshops	GON annual report and Project progress report	2014
<b>Activity result 3.3: Conduct sensitisation and orientation programme at Federal and provincial level</b>					
Actions: Organise meetings, workshops, interactions for Civil Servants, Political party leaders, Civil society on PAR and Federalism at federal and provincial level	# meetings/workshops/interactions with civil servants, political parties, on PAR and federalism	0	7 in 2013 and 10 in 2014	GON annual report and Project progress report	Annual

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
<p>Actions: Develop education materials and distribute to the civil servants, political party leaders, activist and civil society organisations</p> <p><b>Activity result 4.1 : Establish donor process for producing strategy and mechanism</b></p>	<p>Education materials developed and circulated</p> <p>0</p>	0	100 copies of materials	GON annual report and Project progress report	2014
<p>Action: Identify possible options for a mechanism based on Nepal experience (NPTF etc.) and other countries, and agree best option Emphasising on basket funding like SWAP etc.</p> <p>Action: Set up agreed mechanism</p>	<p>exploring best viable mechanism of funding identified and agreed</p> <p>0</p>	0	one agreed mechanism	GON annual report and Project progress report	2014
<p><b>Activity resul 4.2: agreed donor strategy and funding mechanism in support of government and central, federal/regional and local</b></p> <p>Action: With government and other donors, detail and cost implementation plan</p> <p>Action: Agree donor division of labour, and financing/support plan</p>	<p>process to establish mechanism started</p> <p>0</p>	0	One agreed donor strategy	GON annual report and Project progress report	2014
<p><b>Activity result 5.1: Strong mechanism established for the effective implementation of the acts and formal rules governing recruitment, promotion, transfer and dismissal of public officials</b></p> <p>Action: TA support to review and amend rules/regulations as required</p>	<p>Strategy developed with donor division of labour and financing mechanism</p> <p>0</p>	0	One agreed financial mechanism	GON annual report and Project progress report	2014
<p>Action: TA support to review and amend rules/regulations as required</p>	<p># of consultant hired to amend rules/regulations</p> <p>0</p>	0	2 Consultant	GON annual report and Project progress report	2013

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Coordinated mechanism established within MOGA, PSC to deal with irregularities in recruitment, promotion and transfer of civil servants	An established coordination mechanism in place and coordination started	0	An established mechanism	GON annual report and Project progress report	2014
Action: Dialogue and interaction programs with executives and legislative about corruption issues	# of dialogue and interaction programme organised	0	7 Dialogue	GON annual report and Project progress report	2014
Action: general awareness raising campaign for civil servants and political parties.	# of awareness raising campaign for civil servant and political parties	0	5 Awareness campaign	GON annual report and Project progress report	2013
Action: Training to related government institutions on corruption related issues to ensure accountability	# training organised for government institutions	TBC	5 Trainings	GON annual report and Project progress report	2013
Action: Organize exposure visits to other countries for building better understanding on Corruption issues	# of persons participated in the exposure visit; Sensitivity increased on corruption issues through enhanced understanding	TBC	6 Persons	GON record and project report	2013
Action: Awareness building to general public on right to information and government obligations	# of awareness building activities for general public on right to information	TBC	5 Awareness campaign	GON annual report and Project progress report	2014
<b>Activity Result 5.2: TA support to UNCAC monitoring</b>					
Action: Support related government institutions on strengthening UNCAC monitoring	# of support provided to government institutions on strengthening UNCAC monitoring	0	3 consultant in 2013 and 3 in 2014	GON annual report and Project progress report	Annual
Action: Carry out awareness raising training to the civil servants and the future parliamentarians on UNCAC fir better awareness	# of training to civil servants and future parliamentarians on UNCAC fir better awareness	0	5 Trainings	GON annual report and Project progress report	2013
<b>Activity result 6.1 : Identification of programme Pillars based on the lessons learned of the first phase</b>					

Outcomes, Outputs and Activity results	Indicators/ Quality Criteria	Baseline(s)	Targets	Source(s)/ Means of Verification	Timing
Action: Arrange Consultation process with the government, Legislature, Political leaders, civil society organization and development partners	# of consultation meeting arranged with the government, future parliamentarians, political leaders, civil society, development partners	0	10 Consultation meetings	Project reports	2014
Action : Agree on the major pillars	Agreed major pillar	0	Major pillars identified	Project reports	2014
<b>Activity result 6.2: Drafting Programme document</b>					
Actions: Preparing mission ToR and procure TA national and international	# of National and international consultant hired	0	1 National and 1 International consultant	Project reports	2014
Action: Fielding the mission and organizing consultation meetings	Formulation mission in place; # of consultations and interaction meeting carried out	0	10 Consultation meetings	Project reports	2014
Action: Prepare document and present it to the Government and development partners	Project document developed and presented to related government institutions and development partners	0	Draft project document	Project reports	2014

## **Annex 5:**

### **Linkage with other UNDP Programme and projects**

#### **Support to Participatory Constitution Building in Nepal Project**

UNDP's Support to Participatory Constitution Building in Nepal project was launched in 2008 with three major objectives; 1) to enhance the capacities of Constituent Assembly (CA) & Legislative-Parliament (LP) delegates & technical advisors to produce and implement a new constitution & legislation, 2) support the selected civil society organizations to facilitate participation of general public with special emphasis on women and excluded groups in reviewing and providing civic education and public consultations on the draft of the new constitution and relevant legislation. 3) to assist Nepal's state institutions in preparing and implementing a general transition strategy for state restructuring.

In order to achieve project third objective, the project has been extensively working in the area of transition planning and management issues since 2009. The project has prepared a draft road map on transition and implementation, co-sponsored with several other organizations on transition issue, conducted series of workshops with CA members and bureaucrats on transition and implementation challenges. The project continues to engage with different stakeholders in federalism, transition planning and management issues. Since this project has built a sufficient ground and experience in the area of federalism and transition planning and management, the new PREPARE project will be closely working with this project to use its experiences and expertise in the area of federalism and transition planning and management. Engagement with legislature will be dealt by SPCBN project, while the executive will be dealt by the PREPARE project. However there will be a close coordination and collaboration between those two projects in order to deal the federalization and transition issues.

#### **Rule of Law and Human Rights**

UNDP is formulating a new phase of Rule of Law and Human rights Project. One of the major outputs of the project is to work on legislative reform particularly in criminal, civil and procedure codes, United National convention against Corruption, anti-discrimination and anti SGBV legislation etc. In this regard, the PREPARE project will coordinate with this project while reviewing and amending those laws which are related with human resource aspects of the public sectors and also while working with CIAA.

#### **Livelihood and Inclusion Upstream Project**

The major output of this project is to support policies initiatives that can expand employment opportunities for poor, youth, women, and individuals from socially excluded groups. This project support to disaggregated data analysis and frameworks (tools and systems) development in conjunction with CBS, NPC, MoF and NRB, will help to generate discussion, debates and dialogue about inclusive employment and its socioeconomic impact to the livelihoods of these people. As this project also aims to support the capacity building of government agencies on a 'needs-assessed' basis in relation to their roles in (a) Planning, policy making and budgeting for inclusive growth; (b) Conducting advocacy and awareness campaigns; (c) Developing and implementing Affirmative Action policies and programs, this is where the PREPARE project and this upstream project can collaborate and coordinate with each other for synergetic impact of the implemented interventions.



## **Annex 6: Institutional context:**

### **Ministry of General Administration (MoGA)**

The Ministry of General Administration (MoGA) is tasked with regulating and managing the civil service and to make it more competent, responsible and transparent. The MoGA works as a central personnel agency to develop and implement various structural and reform programmes and to effectively utilise the government's human resources; and to coordinate and assist with other ministries and concerned employees.

The interim Constitution of Nepal, 2063, Civil Service Act 1992 and Civil Service Regulation 1993 are the fundamental rules and regulations for governing employees and the discharge of their duties. The MoGA is directly related with the public service commission and among other things oversees training of civil servants, their benefits and responsibilities. It formulates plans, policies and programmes related to appointments, placement, transfers, disciplinary actions and other duties related to civil servants.

### **The Public Service Commission (PSC)**

The Public Service Commission (PSC) was established in Nepal on 15 June 1951 and its objective is to identify and select meritorious candidates required by the Government of Nepal's civil service. The PSC is an independent and constitutional body and is headed by a chairman and members who are appointed for six years. The duty of the PSC is to conduct examinations for the selection of suitable candidates to be appointed to various civil service posts; and to make appointments to civil service positions.

The Government of Nepal consults the PSC on matters concerning laws relating to the conditions of service; including matters pertaining to suitability of candidates, appointments, transfers, promotions, and if required departmental action. The PSC submits an annual report to the Prime Minister.

Candidates to the civil service are selected on the basis of open competitive written and practical examinations and an interview process before being selected. All vacancies are advertised by the PSC among national dailies. The PSC also has an annual calendar of operations, which details the phases of the selection process. It maintains fairness and impartiality in the selection process and maintains a pool of experts and specialists for the purpose of selection.

### **The Department of Civil Personnel Records**

Also called the Nijamati Kitabkhana, the Department of Civil Personnel Records, a department of the Ministry of General Administration and is housed at Harihar Bhavan. It is the principal body that acts as the personnel record keeping unit and pension management of all civil servants affiliated to the Government of Nepal.

It keeps records of all civil servants including their personal information, salary structures, promotions, training, duties, transfers, pensions etc. It maintains personnel records of all civil servants from the day of entry into the civil service commission until their retirement or disassociation from service. It also keeps records on all facilities and benefits accorded to all civil servants.

### **Ministry of Federal Affairs and Local Development (MoFALD)**

Ministry of Federal Affairs and Local Development (MoFALD) (renamed from Ministry of Local Development in May 2012) is one of the ministries of the government with a widespread network up to grass-root level (VDCs and Municipalities). As per the main guiding policy of local development, the Local Self-Governance Act (1999), this Ministry has been placed at the apex of three-tier structural framework and accredited with the role of coordination, cooperation, facilitation and monitoring and evaluation of activities undertaken by local bodies (75 District Development Committees, 58 Municipalities and 3915 Village Development Committees).

Being the focal organization for local development, it has to coordinate, cooperate, facilitate and synergize the initiatives taken by different development partners. Taking the very fact that until and unless the pace of local development is accelerated, overall development of the nation is impossible, this ministry has adopted participatory development approaches and promoted social inclusion, capacity building of

indigenous, *Dalit*, disadvantaged communities at local level for ensuring sustainable, balanced and broad-based development based on equity and social justice.